

2000



Salem
250th
Anniversary

Town Report

44
1514
2000

TOWN of SALEM

NEW HAMPSHIRE



Town Report

2000


Auxiliary aids and services are available upon request.

This document is available upon request in alternative formats including: large print, diskette, audiotapes, and Braille or non-English language.

Please contact the Salem Town Manager's Office, 33 Geremonty Drive, Salem, NH 03079 or call 603-890-2120 to request this service.

TABLE OF CONTENTS

TOWN OFFICERS	1
TOWN BOARDS, COMMITTEES & COMMISSIONS	
• Board of Selectmen	4
• Budget Committee	6
• Conservation Commission	8
• Council on Aging	10
• Housing Authority	11
• Kelley Library Board of Trustees	13
• Kelley Library Treasurer's Report	15
• Kelley Library Statistics	16
• Kelley Director's Report	18
• Historic District Commission & Museum Committee	20
• Planning Board	22
• Recreation Advisory Committee	26
• Trustees of the Trust Funds	27
• Zoning Board of Adjustment	33
• Salem 250 th Anniversary Committee	35
TOWN DEPARTMENTS AND SALEM DISTRICT COURT	
• Town Manager (including report of the Joint Loss Prevention Committee)	41
• Assessing Department	44
• Community Development Department	45
• Building and Inspections Division	48
• Engineering Division	49
• Health Division	49
• Planning Division	51
• Elderly Services	53
• Finance Department	55
• Fire Department (<i>Includes Southeastern NH Hazardous Materials Mutual Aid District Report</i>)	56
• Human Resources Department	59
• Human Services Department	60
• Information Services Department	63
• Police Department	64
• Public Works Department	66
• Recreation Department	69
• Tax Collector	71
• Town Clerk	75
• Salem District Court	78
FINANCIAL REPORTS	
• Independent Auditor's Report (for prior year)	79
• Independent Auditor's Communication of Reportable Conditions and Other Matters	80
• All Government Funds Combined Balance Sheet	81
• Special Revenue Funds Combining Balance Sheet	82
• Capital Projects Fund Combining Balance Sheet	83
• General Fund Statement of Changes in Unreserved - Undesignated Fund Balance	84
• General Fund Statement of Estimated and Actual Revenues	85
• General Fund Statement of Appropriations, Expenditures and Encumbrances	86
• Water Fund Statement of Estimated and Actual Revenues	88
• Sewer Fund Statement of Estimated and Actual Revenues	89
• Statement of Town Debt	90
• Summary of Taxes and Assessed Valuation	91
• Fixed Asset Group of Accounts	92
• Bank Balances by Fund by Account	93
• Treasurer's Report (narrative)	94
2000 ANNUAL TOWN MEETING RESULTS AND BALLOT	96



Digitized by the Internet Archive
in 2010 with funding from
Boston Library Consortium Member Libraries

<http://www.archive.org/details/annualreportofto2000sale>

T O W N O F F I C I A L S

ELECTED OFFICIALS TERM EXPIRES

All terms expire in the month of March

Board of Selectmen - Three Year Terms

Richard R. Gregory, <i>Chairman</i>	2003
Everett P. McBride, Jr., <i>Secretary</i>	2002
Philip A. Smith, Sr.	2002
Thomas D. Eden	2001
Ronald J. Belanger	2003

Town Clerk - Three Year Term

Barbara Lessard	2002
-----------------	------

Tax Collector - Three Year Term

Cheryl-Ann Bolouk	2002
-------------------	------

Treasurer - Three Year Term

John Sytek	2002
------------	------

Moderator - Two Year Term

Charles W. Morse	2002
------------------	------

Library Trustees - Three Year Terms

Martha Breen, <i>Chair</i>	2001
Ethel Fairweather	2002
Rosemarie Hartnett	2003

Library Director (Appointed by Trustees)

Eleanor Strang

Supervisors of the Check List - Six Year Terms

Joan Sabatini, <i>Chair</i>	2006
Janice Habibi	2002
Sheila Murray	2004

Budget Committee - Three Year Terms

Robert Johnson, <i>Chairman</i>	2001
Stephen Campbell, <i>Vice-Chairman</i>	2003
Edward Huminick	2003
Earl Mellow	2002
Joseph Comforti	2001
Robert Mayer	2002
Brenda Sack	2001
Bernard H. Campbell, <i>School Board Rep.</i>	
Thomas D. Eden, <i>Selectmen Rep.</i>	

ELECTED OFFICIALS TERM EXPIRES

All terms expire in the month of March

Trustees of the Trust Funds - Three Year Terms

Harley Featherston, <i>Chairman</i>	2001
Michael Garafalo	2002
Norman MacAskill	2003

NH State Representatives (District 26) - two year terms

All terms expire in the November 2002

Ronald Belanger
Richard Cooney
Janeen Dalrymple
Michael Downig
Ronald Giordano
Robert McGuire
Stephanie Micklon
Charles Morse (<i>District 28</i>)
Richard Noyes
Anne Priestley

In Recognition

Donna Sytek	1977-2000
Bernard Raynowka:	1985-1986; 1989-2000
Richard Noyes:	1993-2000
Nancy Stickney	1997-2000

State Senate -Arthur Klemm (*District 22*)

APPOINTED OFFICIALS TERM EXPIRES

(Appointed by Board of Selectmen)

Conservation Commission - Three Year Terms

All terms expire in the month of April

Thomas Campbell, <i>Chairman</i>	2003
David George	2002
James Holland	2002
George P. Jones, III	2001
William Schultz	2001
William Valentine	2003
Linda Harvey, <i>Alternate</i>	2003
Janet Wilson, <i>Alternate</i>	2002
Everett P. McBride, Jr., <i>Selectmen Rep.</i>	
Ross Moldoff, <i>Planning Director, Staff Rep.</i>	

APPOINTED OFFICIALS TERM EXPIRES

(Appointed by Board of Selectmen)

Council on Aging - Three Year Terms

All terms expire in the month of April

Karen Bryant, <i>Chairman</i>	2001
Robert Castricone	2001
Janet Cheeseman	2003
Ronald Giordano	2003
Pat Keegan	2002
Victor Mailloux	2001
Ann St. Hilaire	2002
Richard Gregory, <i>Selectmen Rep.</i>	
Sally Sweet, <i>Elder Svs. Coordinator, Staff Rep.</i>	

Fair Hearing Committee, Three Year Terms

All terms expire in the month of September

Janet Cheeseman	2003
Mark Dufour, Sr.	2003
Ethel Fairweather	2003
Robert Loranger, <i>Administrator, Staff Rep.</i>	

Historic District Commission - Three Year Terms

All terms expire in the month of April

Beverly Glynn, <i>Chairman</i>	2002
Martha Breen	2003
Lydia Fortier	2003
Donna Smith	2001
Susan Gregory	2003
Philip Smith, <i>Selectmen Rep.</i>	

Housing Authority - Five Year Terms

All terms expire in the month of April

James Galluzzo, Jr., <i>Chairman</i>	2003
Susan Desmet	2001
Delbert Downing	2003
Patricia Keegan	2002
Mary Frances Renner	2004
Diane Kierstead, <i>Executive Director</i>	
Philip Smith, <i>Selectmen Rep.</i>	

Museum Committee - Three Year Terms

All terms expire in the month of April

Louise Ackerman, <i>Historical Soc. Rep.</i>	2001
Jeff Barraclough, <i>Historical Soc. Rep.</i>	2003
Beverly Glynn, <i>Historic District Rep</i>	2003
Ernest Mack, <i>Historical Soc. Rep.</i>	2003
Lydia Fortier, <i>Historic District Rep.</i>	2002
Donna Smith, <i>Historic District Rep.</i>	2001
Philip Smith, <i>Selectmen Rep.</i>	

APPOINTED OFFICIALS TERM EXPIRES

(Appointed by Board of Selectmen)

Planning Board - Three Year Terms

All terms expire in the month of November

James Keller, <i>Chairman</i>	2003
Gene Bryant	2002
Robert Ellis	2001
Maria Hamilton	2003
Phyllis O'Grady	2002
Keith Wolters	2001
Robert Boucher, <i>Alternate</i>	2002
Michael Lyons, <i>Alternate</i>	2003
Thomas Newton, <i>Alternate</i>	2001
Richard Gregory, <i>Selectmen Rep.</i>	
Ross Moldoff, <i>Planning Director, Staff Rep.</i>	

Recreation Advisory Committee - Three Year Terms

All terms expire in the month of November

Stephen Kniaz	2000
Sean Coyle	2001
Michael Crosby	2002
Francis Gugliotta	2001
Michael Wallace	2002
Joel Varnick	2000
Glen Orso, <i>Alternate</i>	2000
Rick Russell, <i>Alternate</i>	2001
Michael Loomis, <i>Alternate</i>	2001
Philip Smith, Sr., <i>School Board Rep.</i>	
Everett McBride, <i>Selectmen Rep.</i>	
Julie Kamal, <i>Recreation Coord., Staff Liaison</i>	

Rockingham County Planning Commission

Salem Representatives - Terms expire annually in June

Richard Cooney	2004
James Gigante	2004
Richard Sunday	2004
Robert L. Ellis	2004

Zoning Board of Adjustment - Three Year Terms

All terms expire in the month of April

Joseph Scionti, <i>Chairman</i>	2001
Gary Azarian	2001
Michael Herrick	2003
Edward Huminick	2003
James Holland	2003
Curtis Davis, <i>Alternate</i>	2003
Carl DiPaolo, <i>Alternate</i>	2003
Les Miller, <i>Alternate</i>	2002
Daniel Norris, <i>Alternate</i>	2002
Stephen Reynolds, <i>Alternate</i>	2001
Sam Zannini, <i>Chief Building Official, Staff Rep.</i>	

TOWN DEPARTMENTS AND STAFF**Town Manager**

Jeffrey C. Towne, *Town Manager*
Maureen Witley

Assessing Department

Normand Pelletier, *Chief Assessor*
Catherine Arseneault, *Deputy Assessor*
Joyce Desrosiers
Gail Watts

Community Development Department

E. James Turse, *Community Dev. Director*

Capital Projects Division

George Sealy, *Capital Projects Manager*

Building Division

Samuel Zannini, *Chief Building Official*
Ken Sherwood
Warren Winter
Janet Thompson

Engineering Division

James Brown, *Senior Engineer*
Joseph Chamberlain
Carolyn Maldonado

Health Division

Suzanne Doucette, *Health Officer*

Planning Division

Ross A. Moldoff, *Planning Director*
Rosemarie Hartnett

Elder Services

Sally Sweet, *Elder Services Coordinator*
Daniel Pacheco
Lois Kurgan

Finance Department

Linda Casey, *Finance Director*
Vacant, *Account & Budget Manager*
Marilyn Pearson, *Purchasing Coordinator*
Patricia Gaddis, *Water/Sewer Billing*
Susan Galvin, *Accounts Payable*
Jean Mayo, *Accounts Receivable*
Barbara Riley, *Water/Sewer Billing*
Rena Webster, *Payroll*

Fire Department

Arthur E. Barnes, *Fire Chief, Emer. Mgmt. Dir.*
Kevin Breen, *Assistant Fire Chief*
James Stone, *Deputy Fire Chief*
Robin Beshara

TOWN DEPARTMENTS AND STAFF**Human Resources Department**

Mary Donovan, *Human Resources Manager*
Donna Pratt

Human Services Department

Robert Loranger, *Welfare Administrator*
Maureen Sullivan

Information Services Department

Peter Moretti, *Information Services Manager*
Karen Landry, *Programmer/Analyst*
Amanda Harding, *GIS Coordinator*

Police Department

Stephen Mac Kinnon, *Chief of Police*
Alan Gould, *Captain*
John Boudreau, *Administrative Support Captain*
Donna Ward

Public Works Department

Rodney Bartlett, *Public Works Director*
Rick Russell, *Operations Manager*
Joe Geary, *Utilities Manager*
Lydia Fortier

Recreation Department

Julie Kamal, *Recreation Coordinator*
Jeanine Bannon

Tax Collector

Cheryl-Ann Bolouk, *Tax Collector*

Town Clerk

Barbara Lessard, *Town Clerk*

Collections

Patricia Carter, *Deputy Tax Collector*
Mary Fawcett, *Deputy Town Clerk*
Mary Ann Bell
Jacqueline Delaney
Betty Oldman
Susan Wall

District Court

John A. Korbey, *Justice*
Urville J. Beaumont, *Special Justice*
Michael E. Jones, *Special Justice*
David S. Wajda, *Clerk of Court*
Margaret Daszuta, *Deputy Clerk*

BOARDS, COMMITTEES & COMMISSIONS

BOARD OF SELECTMEN



*Ronald J. Belanger, Everett P. McBride, Jr., Richard R. Gregory (Chairman),
Philip A. Smith, Sr., Thomas D. Eden*

In the year 2000, Salem turned 250! Functions and events all year long helped to make the celebration spectacular. There were many volunteers and contributors who assisted in making this celebration possible. The Board of Selectmen would like to take this opportunity to thank all those who were involved and to give a special thanks to State Representative and Town Moderator Chuck Morse for spearheading this yearlong celebration.

Salem continues to move ahead with many projects that will benefit Salem and its citizens such as the Ingram Senior Center. After many meetings and much discussion, a site was agreed upon and the architects were chosen to design the project.

Two major sewer projects were in the planning stages during 2000; the Westside Interceptor and the Lakes Area Infrastructure Plan. The Board chose to concentrate on the Westside Interceptor project this year and hold off on the LAIP until next year. Salem is very fortunate to be in the running for a \$1.5 million EDA Grant for this project.

With the closing of Compaq, Salem was left with a large vacancy of manufacturing warehouse and R& D space. However, this building did not stay vacant long and Salem welcomed Cisco Systems to town. Cisco occupies the building on Northeastern Boulevard and has brought many job opportunities.

The Town reached an agreement with the State Division of Motor Vehicles to retain the Registration Division here and also to return the License Division as well. Both divisions now occupy the newly renovated lower level of the Town Hall.

The year 2000 also brought about some major personnel changes. Jeffrey Towne, the former Finance Director, was hired as Salem's new Town Manager after the departure of David Owen. Following Mr. Towne's appointment, he had the pleasure of appointing retired Assistant Fire Chief Arthur Barnes to the Fire Chief's position. Mr. E. James Turse, Community Development Director, has accepted a new employment opportunity in Hawaii. Best wishes to all of these gentlemen.

"The Town of Salem is a wonderful place to live and will continue to be with the continued help of the citizens".

Dick Gregory

The Town of Salem is a wonderful place to live and will continue to be with the continued help of the citizens.

Respectfully submitted,

Richard R. Gregory, Chairman

BUDGET COMMITTEE



*Robert Mayer, Edward Huminick, Earl Merrow, Bob Johnson, Brenda Sack,
Joseph Comforti, Stephen Campbell*

This year's report of the Municipal Budget Committee (MBC) may seem like a repeat of last year's.

The MBC again had a member resign (Arthur Barnes), this time to take on the responsibility of Salem Fire Chief. Thanks for your thoughtful efforts this year Arthur and welcome back, Joe Comforti as Arthur's replacement.

The town again saw a change in Town Managers with Finance Director Jeff Towne stepping up to the Manager's job. I am sure that Jeff's experience with the MBC as Finance Director will accelerate the improving relations between Town Management and the MBC. Congratulations Jeff!

The state is still in turmoil over how to fund an adequate education.

The town-wide revaluation has been completed and as expected, some taxpayer's worst fears were realized while some taxpayers were relieved. However, unexpectedly, many of those hit hardest by the revaluation were also those who would have borne the brunt of the cost of the Lakes Area Infrastructure Plan (sewering the lakes). This was one of the leading factors, which led the Board of Selectmen to reconsider this major capital investment, which had been a major focus of both the BOS and MBC.

With the withdrawal of the LAIP, the only large project under consideration this year will be an expansion of the physical plant and curriculum associated with the High School Library.

Unfortunately for the Town, Jim Turse has decided to return to the warmer climate of Hawaii. Jim has been a dedicated, professional asset to this town who will be sorely missed. Aloha and Mahalo!

This year the MBC operated with a seventh elected member. This change has added another taxpayer's eyes and new interpretations of the data being presented.

As in every year the MBC struggles with its primary responsibility to balance the desires of the Town and the School to provide new services with the ability of the taxpayers to pay for those services. This is not easy, but providing a stable, relatively low tax rate is just as important for attracting new businesses and citizens, as is a high level of services or a good school system. Further, as was pointed out last year, we have a responsibility to maintain the affordability of Salem for those people who already live in the town and want to stay here.

"As in every year the MBC struggles with its primary responsibility to balance the desires of the Town and the School to provide new services with the ability of the taxpayers to pay for those services."

Bob Johnson

I would like to thank the Board of Selectmen and the School Board for working with the MBC this year. Although not always obvious, there is a shift from working as adversaries toward working together for the mutual benefit of the town.

The members of the MBC thank the taxpayers for their continued support and appreciate the trust that they have shown us.

Respectfully submitted,

Robert A. Johnson, Chairman

CONSERVATION COMMISSION



*Front Row: James Holland, Selectmen Representative Everett McBride, Thomas Campbell, Linda Harvey,
Standing: Janet Wilson, George P. Jones, III, William Valentine, William Schultz.
Not pictured: David George*

The Salem Conservation Commission's mission is to protect the natural resources of the community. The Commission manages the Town Forest (on Route 111), acquires conservation land and easements, organizes a Spicket River clean-up program, and reviews applications to dredge or fill wetlands as part of the State wetlands permitting system.

In 2000, the Commission met 12 times and reviewed 39 agenda items. Projects included the NH Department of Transportation's plans for a park-and-ride lot on Rockingham Park Boulevard, wetland mitigation plans for the Route 93 widening project, the Town's west side sewer interceptor, several requests to purchase Town land, and numerous requests for docks and wetland filling.

".....there are many opportunities for those who wish to serve the community"

Tom Campbell

With help from alternate member Linda Harvey and her husband Bob, the Commission organized several projects at the Town Forest, including trail maintenance, signage, distribution of brochures, and a plaque dedicating the pedestrian bridge to long-time Commission member Wally Schultz. The Commission also held public hearings on the practice of hunting in the Town Forest Rules.

The Commission also accepted donations of large conservation parcels off Route 111 (54 acres) and off Pelham Road (52 acres).

Salem has lost many of its natural resources due to development, so I urge residents to become involved in protecting those that remain. Watch our meetings on Cable TV Channel 17 (on the first Wednesday of each month), volunteer for subcommittees, participate in the Spicket River clean-ups, help maintain trails at the Town Forest.....there are many opportunities for those who wish to serve the community.

Respectfully submitted,

Thomas Campbell, Chairman

COUNCIL ON AGING



*James Cheeseman, Ronald Giordano, Karen Bryant (Chairman),
Ann St. Hilaire, Pat Keegan. Not pictured: Robert Castricone, Victor Mailloux*

The Council on Aging welcomed two new members to our Board, Jim Cheeseman and Ron Giordano. The members of the Board welcome new ideas and energy.

The Council closely followed the development of a new State grant program called ServiceLink. The Senior Center will be a satellite location. ServiceLink is a toll free number that can connect people to services and information. You can contact them at 1-866-634-9412.

The year 2000 unfortunately did not bring a new Senior Center to Salem. The Community Development Block Grant did not become a reality. However, with the generous donation of \$500,000 by Russell and Bobbi Ingram, plus additional funding approved at Town Meeting in 2000, the Center still will become a reality in the future.

"The Town of Salem is a wonderful place to live and will continue to be with the continued help of the citizens".

Karen Bryant

The Council on Aging Health Fair, under the direction of Sally Sweet, was once again a success. The flu shots were not available that day, however everyone else serviced our seniors and provided them with plenty of information and gifts.

The Town of Salem is a wonderful place to live and will continue to be with the continued help of the citizens. There will certainly be more projects and challenges ahead.

Respectfully submitted,

Karen Bryant, Chairman

HOUSING AUTHORITY



*Front Row: Pat Keegan, Delbert Downing, Diane Kierstead (Executive Director), Mary Frances Renner,
Standing: James Galluzzo, Susan Desmet*

In 2001, the Salem Housing Authority will celebrate its 30th anniversary! We look forward to an exciting year.

Our three public housing facilities (Millville Arms, Telfer Circle and Hilda Place) remain fully occupied, and we have seen our waiting list grow to over 130 applicants. Chairman James Galluzzo said, "We hope to increase our public housing inventory (presently 158 units) in the future to address the needs of our elderly/disabled population."

During the year 2000, the Salem Housing Authority (SHA) utilized modernization grant funds to complete roofing work at Telfer Circle, and to begin kitchen cabinet/countertop replacements and lock hardware replacements at Millville Arms.

The SHA continues to determine applicant eligibility for the Policy Brook Estates complex (constructed in accordance with the 1989 Affordable Housing Ordinance). The project maintains a high occupancy rate, and the SHA is presently maintaining a waiting list for those units. In addition, the SHA maintains its ownership of two single-family homes, being leased to low-income families through special long-term lease agreements.

In 2000, the SHA was once again recognized for its performance by the U.S. Department of Housing and Urban Development (HUD) by receiving a Secretary's Commendation award from Secretary Andrew Cuomo.

The Greater Salem Caregivers are now in their second year of occupancy at our Millville Arms location. As an added service to our tenants, we were pleased to create a new part-time staff position this year, that of Resident Service Coordinator. Our financial contributions to the Town of Salem, in water/sewer payments as well as our annual Payment in Lieu of Taxes (PILOT), up to December 2000, now total \$882,196.36!

"The SHA continually seeks out opportunities to expand affordable housing in our community, and we look forward to a productive and successful year. Our thanks to the Town of Salem for their support of our mission."

Housing Authority Board of Commissioners &
Executive Director

The SHA continually seeks out opportunities to expand affordable housing in our community, and we look forward to a productive and successful year. Our thanks to the Town of Salem for their support of our mission.

Respectfully submitted,

DIANE E. KIERSTEAD, PHM
Executive Director

BOARD OF COMMISSIONERS

James Galluzzo, Chairman
Susan Desmet, Vice-Chairman
Delbert F. Downing
Patricia Keegan
Mary Frances Renner

KELLEY LIBRARY BOARD OF TRUSTEES



Ethel Fairweather, Martha Breen, Rosemarie Hartnett

The Kelley Library is proud to continue in its mission serving Salem as a multi-purpose, public service institution meeting citizens' needs in informational, educational, cultural and recreational realms. The Kelley Library Trustees are elected representatives and act as the governing body of your public library. It has been a pleasure to work with my fellow trustees, Rosemarie Hartnett and Ethel Fairweather. Collectively, we have worked hard to address issues that will improve library services in this year and in future years.

This year, the Kelley Library hosted a Colonial Tea Party to help celebrate Salem's 250th anniversary. Some needed improvements to the facility were also completed. The work included painting of the library's upper level and resealing and restriping the library's parking lot. New computers were added, including additional Internet access computers in the Reference Department. Audio books, CD selections and print publications continue to grow to meet the needs of our increasing circulation demand.

"The Kelley Library is proud to continue in its mission serving Salem as a multi-purpose, public service institution meeting citizens' needs in informational, educational, cultural and recreational realms."

Martha Breen

Organizationally, the Citizens Advisory Committee, formed in 1999, generated a questionnaire for library patrons. This document was designed to collect information from library users in four areas of interest. These areas include: technology; books and cultural matters; general library services and youth services. Information gathered will be valuable when

used with future surveys in establishing goals and providing direction for our library. On behalf of the Board of Trustees, I applaud the work of this committee and look forward to their continued contributions.

Looking ahead to the future, the Trustees approved and forwarded to the Board of Selectmen a plan for establishing a Town Center Land Acquisition Trust Fund. This fund would enable expansion of library facilities and town services in the Town Center District. These types of initiatives symbolize our desire to plan ahead in an effort to maintain excellence in library services for Salem's citizens. We ask for your support on this issue.

In closing, Salem is fortunate to have dedicated and knowledgeable personnel at the Kelley Library. The library's Director, Eleanor Strang and her staff are truly appreciated for their enthusiasm and commitment. They are an important part of our library's success. Lastly, the Trustees wish to acknowledge the unwavering support from taxpayers and elected representatives. Your assistance helps to insure that Salem's Kelley Library remains one of the finest public libraries in the State.

Respectfully Submitted,

Martha D. Breen, Chairman

KELLEY LIBRARY TREASURER'S REPORT

Balance of cash on hand January 1, 2000	39,831.18
Income, 2000	
Town of Salem	998,836.20
Library Fees	9,862.57
Materials of Trade (fines & payments for lost/damaged items)	21,210.97
Brock, Bailey, & Council of Fine Arts Trust Funds	1,562.37
Gifts	1,098.92
Interest	684.19
Total Income:	1,033,255.22
Total Available Funds, 2000	1,073,086.40
Expenses, 2000	
Personal Services	747,135.59
Fees & Charges	9,406.38
Materials of Trade	132,357.56
Supplies	16,235.60
Services & Charges	104,745.71
Equipment & Furniture	17,946.80
Classical Music CDs from Madeleine L. Marois Trust Fund	1,116.51
Total Expenses:	1,028,944.15
Balance of Cash on Hand, December 31, 2000	44,142.25
Cash Balances, December 31, 2000	
Cash on Hand	889.48
Checking Account	28,150.48
Certificate of Deposit	10,441.96
Madeleine L. Marois Trust Fund	4,617.82
Petty Cash (2 accounts)	42.51
Total Cash Balances:	44,142.25

Note: Activity in the Madeleine L. Marois Trust Fund (restricted to the purchase of recorded classical music) was as follows:

Balance on January 1, 2000	5,643.34
Interest, 2000	90.99
Expenses, 2000	1,116.51
Balance on December 31, 2000	4,617.82

2000 KELLEY LIBRARY STATISTICS

“Dedicated to serving you”

The Kelley Library offers not only the latest best sellers but also current books on every subject; magazines and paperbacks; audiocassettes, video cassettes, compact discs, and CD-ROMs.

As of December 31, 2000 the library offered:

83,664	Books
22,494	Paperbacks
354	Current Magazine and Newspaper Subscriptions in hard copy plus access to over 5,200 subscriptions online
2,806	Compact Discs and CD-ROMs
2,185	Audio Cassettes
5,234	Video Cassettes
18,325	Barcoded Library Cards issued (since March 1996)

We also offer you:

- * A website on the Internet (www.salem.lib.nh.us) featuring access to our online catalog and to Searchbank and Proquest, databases for magazine research, and to FACTS.com, a world news digest, as well as to Novelist, a reader's advisor service, and InfoUSA, a business database.
- * Free high-speed Internet access at the library via AT&T Broadband Road Runner.
- * Free access at the library to CD-ROM products such as the World Book Encyclopedia and American Business Disc, and to children's CD-ROM products such as Arthur's Computer Adventure and The Way Things Work.
- * Free computer classes on "Getting Started on the Internet."
- * Ability to search the holdings of eight public and two academic libraries, in addition to the Kelley Library collection, through our Online Public Catalog terminals.
- * Computerized checkout of library materials.
- * Local and State Information.
- * Business Library Cards for Salem businesses.
- * Access to statewide and nationwide inter-library loan.
- * Ability to use your Kelley Library card directly at ten other NH libraries through the "Common Borrowing Program."
- * Story hours for three separate groups of preschoolers: age 2 (Parent & Tot), age 3, and age 4-6, and drop-in storytimes for 3 to 6 year olds.
- * Family passes to seven museums.
- * Wordprocessing workstation for public use.
- * Photocopiers for public use.
- * Print-enlarging machine for the sight-impaired.
- * Quiet Study Room within the Reference Department.
- * Meeting room facilities for Salem organizations.
- * Community bulletin boards and display facilities.
- * A comfortable, modern building in which to read, browse, or study, open 68 hours a week, 52 weeks a year.
- * A staff of friendly, knowledgeable librarians ready to assist you.

ADULT CIRCULATION:

Books, Magazines, and Paperbacks	100,417
Compact Discs, CD-ROMs, and Audio Cassettes	18,362
Video Cassettes	28,458
Museum Passes	633

ADULT TOTAL:	147,870
--------------	---------

CHILDREN'S CIRCULATION:

Books, Magazines, and Paperbacks	77,261
Compact Discs and Audio Cassettes	1,801
Video Cassettes	20,395

CHILDREN'S TOTAL:	99,457
-------------------	--------

TOTAL CIRCULATION:	247,327
--------------------	---------

OTHER ACTIVITIES AND SERVICES:

4,618	Reserve Requests Processed
2,327	Inter-Library Loans Processed
7,613	Reference and Research Questions Answered
10,641	Overdue Notices and Bills Processed
26,946	Overdue Materials Processed
1,329	Adult Library Cards Issued
356	Children's Library Cards Issued
204	Story Hours
2,870	Story Hour Attendance
57	Field Trips and Other Programs
1,536	Field Trips and Other Programs Attendance
16	Computer Internet Classes (beginning in November)
81	Computer Internet Classes Attendance

MATERIALS PROCESSED:

Books Cataloged and Processed	4,224
Paperbacks Processed	3,075
CD's, CD-ROMs, Audio and Video Cassettes Cataloged and Processed	945
Microfilm Reels Processed	52
Total Library Materials Processed	8,296
Total Library Materials Withdrawn (damaged, worn out, outdated)	4,168

KELLEY LIBRARY DIRECTOR'S REPORT

The year 2000 was an eventful and productive one for the Kelley Library. The library began the process of "Setting Goals for the New Millennium" by seeking input from the community. In the early months of 2000, the trustees and administrators met with the library's new Citizens Advisory Committee to learn how its members viewed library services. With the help of that committee, a Survey of Library Users was designed and carried out at the library during April and May. A total of 375 people filled out the questionnaires, and the results were tabulated by the University of New Hampshire. A shorter questionnaire was then developed, and will be mailed to a random sample of the total community during the early part of 2001. Utilizing the data from both surveys, and with input from the Citizens' Advisory Committee, the library will then develop goals and priorities for the future.

Another major process that occurred during 2000 was the library joining with the community as a whole to celebrate Salem's 250th anniversary. The library participated in a variety of ways, including serving as an information resource, contributing an article on the history of the library to the "Salem 250" anniversary book, and hosting a Tea Party on May 13 in conjunction with the Historical Open House events which took place that day in Salem Center.

On the technology front, the reference librarians began offering what has turned out to be a very popular new service: computer classes entitled "Getting Started on the Internet." These classes are conducted on the Reference Department's public computers, which now have high speed Internet access thanks to AT&T Broadband's donation of its "Road Runner" Internet service to the library. Classes are given on the following five topics: Computer Basics; World Wide Web; E-mail; Search Engines; and Using Kelley Library Databases. We encourage anyone who would like an introduction to any or all of these topics in a small group setting to stop by or call the Reference Department for more information. We also encourage you to visit the library's website at salem.lib.nh.us to learn more about the services offered by the library and to use the databases and links available there.

As I have mentioned in previous reports, I believe that the library will continue to evolve in the direction of providing more "high tech" services, but will also continue its commitment to traditional library services, including books. In this regard, it is interesting that, despite the quality and comprehensiveness of the non-book collections and services offered by the library, the Survey of Library Users found that by far the Number One reason people come to the library continues to be "to borrow a book." It is also heartening that the Children's Department's Summer Reading Program attracted a large number of enthusiastic participants who read a total of 6,487 books, and that the Story Hour programs for preschoolers have been so popular that new "drop-in" sessions have been added.

Regarding the library staff, the year 2000 saw a number of changes. We said farewell and expressed our gratitude to Dawn Lemay, who retired after serving fourteen years as assistant reference librarian, and to Natalie Sanborn, Carol Moore, and Robin Czifrik. We extended our best wishes to library pages Shayle Reed, Martha Simmons, and Meghan Carney, who graduated

from high school and left us to attend college. We also welcomed Paul Giblin, our new assistant reference librarian, as well as new part-time staff members Patricia Hirashima, Richard O'Shaughnessy, Kathryn Walsh, and Paula Weaver.

In conclusion, I would like to thank the following groups for their many contributions to the success of the Kelley Library: the library Trustees for their great vision and their guidance; the library staff for their hard work and untiring dedication to customer service; the town staff for the many ways they help the library; the members of the Citizens' Advisory Committee for their excellent ideas; the library volunteers for their valued assistance; the members of the Salem Women's Club for their many contributions, particularly the beautiful sign they donated in 2000; the members of the Salem Garden Club for their ongoing commitment to beautifying the library grounds; the Salem Artists' Association for decorating our public meeting room with original works of art; and the many other groups and individuals who have contributed so much, especially Jean Williams, the library's assistant director. The success of the Kelley Library is directly attributable to the involvement and contributions of this wide variety of groups and individuals from the community.

Respectfully submitted,

Eleanor Strang, Director

MUSEUM COMMITTEE & HISTORIC DISTRICT COMMISSION



Beverly Glynn (Museum Committee & Historic District Commission) Lydia Fortier (Museum Committee & Historic District Commission), Ernest Mack (Museum Committee).

Not pictured: Louise Ackerman (Museum Committee), Jeff Barraclough (Museum Committee), Donna Smith Historic District Commission), Martha Breen (Historic District Commission), Susan Gregory (Historic District Commission), Donna Smith (Historic District Commission)

As Salem celebrated its 250th birthday, the Old Town Hall (now the Salem Museum), celebrated its 260th birthday. This wonderful building had a fresh coat of paint, some minor repairs and was ready to greet the hundreds of visitors from Salem, surrounding states and from many foreign countries. There are two floors of artifacts of everyday life from over the centuries of the Salem residents. Ninety per cent have been donated by Salem town folk and are catalogued with as much information from the donor as possible. Pictures of the Town and its residents are priceless, as time has certainly changed the landscape and the residents. The Museum curators are always grateful for any additional items.

Adjacent to the Salem Museum, the Alice Hall Memorial Library was dedicated and work was completed to restore the building back to its former self. The bookshelves, flooring, books, stove and reading area gives one the feeling that Miss Hall is still keeping a watch over its many readers. "Hush, quiet please." Outside, the wooden walkway and ramp have been replaced with hand laid bricks, which was donated by Freshwater Farms.

School House #5 was completely renovated to its old charm by the labors of the Salem Contractors Association. The variety of period decks, books and flag brings one back in time to school days when the building was on Bluff Street.

The newest building in the historic district for the celebration, and for many years to come, was the construction of the gazebo at the Town Common. Again, the Salem Contractors Association came forward and designed, constructed and donated the building to the Town; a beautiful compliment to the area.

Visitors are always welcomed to tour the Town buildings from April to October on Mondays from 2 to 5 p.m. Additional tours can be scheduled by calling Louise Ackerman, 893-0740 or Beverly Glynn, 893-8882.

"Visitors are always welcomed to tour the Town buildings from April to October on Mondays from 2 to 5 p.m..... Volunteers are always needed and with more help we can open more days."

Beverly Glynn

Volunteers are always needed and with more help we can open more days. Won't you join *us* in a wonderful experience to serve the Community? Thank you to all the volunteers and to the workers at Salem Public Works Department for their continued help.

Respectfully submitted,

Beverly Glynn, chairman

PLANNING BOARD



*Thomas Newton, Maria Hamilton, Phyllis O'Grady, James Keller, Michael Lyons
Selectmen Representative Richard Gregory, Keith Wolters, Gene Bryant
Not pictured: Robert Ellis, Robert Boucher.*

It is my distinct pleasure to report to you as the Chairman of the Salem Planning Board for the fourth year. In 2000, the board continued to focus on improving the town's character and appeal by initiating a number of projects, all of which will result in helping the town improve our overall quality of life. Key initiatives included the Community Profile Project, Fiscal Impact Study and Master Plan Update. These are all intended to provide Salem's citizens, town management and boards the information and thoughtful plans necessary to improve the town's tax base and mix, minimize traffic, and create specific uses aligned with our town's long term goals. Let me now review several key aspects of the Planning Board's focus this year.

Role of the Planning Board

During my tenure on the Planning Board many citizens have asked "why"? Why can't the Planning Board simply deny a plan the town may not favor? Why can a business be established in my district? Why do we continue to approve development when our streets are so congested? The reality is that the Planning Board's role is to evaluate, advise, and ultimately approve/deny requests for development based upon existing state and local regulations. Every property owner, be they a citizen of Salem, land owner, or business owner, has a 'legal' right to develop their property as long as its use, development, and operation are in compliance with these regulations. Therefore, the legal way in which the Planning Board can approve or deny an application is based upon these laws. Each Planning Board member's personal opinions, bias,

and emotion has no legal bearing during our process. The regulations guide the Board. If the Planning Board were to deny based on a subjective 'we don't like it' view, the Planning Board's ruling would surely be challenged in court and, most likely, overturned. It is for this reason that it is so very important for the town to continuously improve, modify, and revamp our ordinances and regulations so that each town board has the authority and discretion to act in the best interest of the town. Consequently, when we do recommend changes we need your support in approving these changes.

Long Term Planning

In recent years the Planning Board, in conjunction with the Board of Selectman, has made a concerted effort to develop plans for the town that will help ensure a sound economic and proactive growth management plan. We held our first-ever Community Profile event through which 120 citizens spent 1 ½ days helping the town gain insight into the desires of the citizens in areas of recreation, traffic management, conservation, open space, and economic development. The input and results from this event are now being used as the framework and foundation for our new Master Plan.

This year we also hired a consultant to evaluate the Salem's economic factors including the cost of services for each type of development. The Planning Board intends to use the results of this analysis in determining future zoning changes needed to advance certain types of development including commercial office space, industrial development, retail, and residential.

Late this year we also commenced what will be close to a 12 month Master Planning process for Salem. Salem's master plan (last revised in 1992) is in need on a major update and the Planning Board has commenced the update process via a series of public working sessions. The update will consider the need for zoning changes, recreation facilities, traffic management, conservation, housing for all income levels, and others. We encourage and welcome all of Salem's citizens to participate in the process.

"Salem's master plan (last revised in 1992) is in need on a major update..... The update will consider the need for zoning changes, recreation facilities, traffic management, conservation, housing for all income levels, and others. We encourage and welcome all of Salem's citizens to participate in the process."

Jim Keller

Infrastructure Improvements

For several years the Planning Board has pushed for specific improvements to Salem's roadway system to better accommodate the traffic volumes resulting from Salem's success. In 2000, the town was successful in gaining approval for the completion of Stiles Road. The connection between Pelham Road and Route 38 will provide for a needed alternative for commuters traveling in and around the Pelham Road Corridor. Since we are speaking about Pelham Road, the Planning Board, through contributions by developers in that area, has been accumulating impact fees for the explicit purpose of widening and improving Pelham Road from Stiles Road to the RT93 interchange. The town is in the process of seeking bids for the work and we will most likely see work commence during the 2001 construction season.

Major Projects Approved

In 2000 the Planning Board held 23 public meetings and reviewed 193 different items. This past year was fairly slow in terms of substantial residential development with the approval of only 3 major subdivisions consisting of 53 total house lots. We did see considerable activity in commercial/industrial development and only a single retail development for Town Fair Tire on South Broadway. The Planning Board continues to push for development that maximizes the economic benefit to Salem while minimizing the traffic impact in key bottleneck areas. To this end we approved the Burlington Self-Storage facility slated for development along North Broadway and thus avoided another major retail development.

In closing, I want to thank all members of the Planning Board, planning staff, and citizens for their input, dedication and long hours as we strive to make Salem a community we can continue to be proud of.

Respectfully,

James Keller, Chairman

Major Projects Approved by Planning Board – 2000

APPLICANT	PROJECT	LOCATION	MAP/LOT
Perrotta	Change of use (formal wear rental)	Main Street	841595
Loren Realty	25 lot subdivision	Rt. 111	9-6072
Astoria Salem	65,000 sf office/industrial building	Northwestern Dr.	95-10583
Harvey Industries	42,000 sf industrial building	Raymond Ave.	97-4418
Town Fair Tire	7740 sf retail store	So. Broadway	108-838
Salem Corp. Park	re-approval of Stiles Road extension	Stiles Road	105-798/115-7771
Burlington Self-Storage	196,000 self-storage facility	No. Broadway	72-3283
Park Place Realty	2 office bldgs. - 78,000 sf	Stiles Road	106-11156, 11916
Microwave Dev.	18,400 sf industrial building	Northwestern Dr.	86-10576
Methuen Construction	8625 sf office/warehouse addition	Lowell Road	115-7765
Blackdog Builders	9542 sf retail/office building	Red Roof Lane	88-4428,4429
Steinfeld/Blettner	10 lot subdivision	Cluff Road	118-7901
DHB	18 lot subdivision	Kelly Road	136-8941
Sayde's Restaurant	25-seat addition	Cluff Crossing Rd.	127-4261
Canobie Lake Park	Flying Angels ride	No. Policy St.	70-3608
Create and Discover	4800 sf child care facility	Main St.	90-1446
Morgan	84,000 sf warehouse/self-storage re-use	Willow St.	89-3130
Data Electronics	27,097 sf industrial addition	Northwestern Dr.	95-10581

RECREATION ADVISORY COMMITTEE



Front Row: Stephen Kniaz, Michael Crosby, Michael Wallace, Standing: Michael Loomis, Martha Breen, Rick Russell. Not pictured: Sean Coyle, Francis Gugliotta, Joel Varnick.

The Recreation Advisory Committee, working closely with Julie Kamal of Salem's Recreation Department, strives to expand the recreational opportunities and activities of every demographic group in the Town.

A major achievement last year included progress in developing the plan to improve Palmer Field, as well as towards the developing of what will hopefully be additional recreational facilities in Salem. The Recreation Advisory Committee is working towards implementing the Master Plan approved in 1997. We would like to commend the various youth leagues in Salem who have privately raised monies and worked very hard to improve significantly the infrastructure, field quality, blockhouses, etc. for all of the children in Town. We are looking forward to working with these organizations to encourage more of these types of activities.

"A major achievement last year included progress in developing the plan to improve Palmer Field, as well as towards the developing of what will hopefully be additional recreational facilities in Salem."

Stephen Kniaz

A special thank you to Martha Breen, School Board representative and Everett McBride, Selectmen representative, for their leadership and support.

Respectfully submitted,

Stephen Kniaz, Chairman

TRUSTEES OF THE TRUST FUNDS



Norman MacAskill, Harley Featherston, Michael Garofalo

The Trustees of Trust Funds are authorized by NH State Statute to administer various non-expendable trust funds created by gifts and legacies to the Town. The Trustees also currently administer capital reserve funds appropriated by Town Meeting as separate trust funds.

Trust funds are held to maintain cemetery plots, purchase library or educational material, and scholarships, to mention a few. The Capital Reserve Funds are appropriated for road improvements, school district improvements or purchase of capital equipment.

The Trustees disburse funds throughout the year as necessary from the capital reserve accounts and disburse income annually to carry out the designated purposes of the non-expendable trusts. Since 1994, the day-to-day management of these funds has been performed by Citizens Investment Services.

If you have any questions or suggestions, please contact the Trustees at the Town Hall.

Respectfully submitted,

Harley G. Featherston, Chairman

[illegible]

29

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2000

HOW INVESTED		PRINCIPAL					INCOME		EXPENSES		TOTAL	
# Shares Owned	DESCRIPTION OF PRINCIPAL INTEREST	ADDITIONAL PROVISIONS	CAPITAL GAIN (U.S. DOLLARS)	PROCEEDS FROM SALES	DEBTED 1st YEAR	PRINCIPAL REPAYMENT	INTERNAL DEBTED	EXPENSES 1st YEAR	EXPENSES 2nd YEAR	PRINCIPAL REPAYMENT	TOTAL	
NON-EXPENDABLE FUNDS												
25,000	Cash & Cash Equivalents	47,440.96				\$70,718.48	\$5,889.27	6,917.37	\$73,457.05		\$144,175.54	
25,000	US Treasury Note					\$13,882.81	\$0.00	\$1,111.11	\$13,882.81		\$13,882.81	
20,000	US Treasury Note					\$18,950.00	\$0.00	1,250.00	\$18,950.00		\$18,950.00	
20,000	US Treasury Note					\$28,351.56	\$0.00	\$1,812.50	\$28,351.56		\$28,351.56	
20,000	US Treasury Note					\$70,598.44	\$0.00	4,875.00	\$70,598.44		\$70,598.44	
20,000	US Treasury Note					\$20,225.00	\$0.00	\$1,300.00	\$20,225.00		\$20,225.00	
25,000	US Treasury Note					\$35,169.38	\$0.00	\$1,618.75	\$35,169.38		\$35,169.38	
25,000	US Treasury Note					\$25,000.00	\$0.00	\$1,246.46	\$25,000.00		\$25,000.00	
25,000	US Treasury Note					\$23,159.25	\$0.00	\$750.00	\$23,159.25		\$23,159.25	
25,000	Gen Motors A/c Corp		(733.23)	15,000.00	\$30,024.14	\$0.00	\$2,408.28	2,408.28	\$30,024.14		\$30,024.14	
15,000	Philip Morris Inc		(78.35)		\$17,000.00	\$0.00	\$225.00	225.00	\$17,000.00		\$17,000.00	
15,000	Philip Morris Inc		(78.35)		\$10,144.60	\$0.00	\$831.38	831.38	\$10,144.60		\$10,144.60	
13,887	GNMA Pool 34642		424.68	4,968.60	\$8,114.49	\$0.00	\$852.85	852.85	\$8,114.49		\$8,114.49	
9,758	GNMA Pool 34642		18.00	8,487.14	\$25,381.13	\$0.00	\$957.80	857.80	\$25,381.13		\$25,381.13	
1,000	AAC Telecommunications		(4,071.10)	13,880.78	\$21,867.50	\$0.00	\$38.00	38.00	\$21,867.50		\$21,867.50	
250	Altel Corp				\$10,665.38	\$0.00	\$165.38	165.38	\$10,665.38		\$10,665.38	
175	American Express CO				\$3,801.95	\$0.00	\$9.01	9.01	\$3,801.95		\$3,801.95	
149	Angpan, Inc				\$12,343.44	\$0.00	\$220.50	220.50	\$12,343.44		\$12,343.44	
175	Arbitrage-Busch		2,888.82	20,274.32	\$0.00	\$0.00	\$0.00	0.00	\$0.00		\$0.00	
230	Arbitrage-Busch		(460.47)	346.93	\$13,083.50	\$0.00	\$0.00	0.00	\$13,083.50		\$13,083.50	
300	Avaya Inc		809.40		\$18,233.44	\$0.00	\$1,125.00	1,125.00	\$18,233.44		\$18,233.44	
320	BP America PLC Sponsored ADR		21,054.09		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
300	Blackstone (New Zealand)		(9,079.23)		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
449	CVS Corp		21,779.38		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
225	Cardinal Health Inc		20,356.88		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
300	Cisco Systems		11,434.06		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
300	Colgate-Palmolive Co		(1,356.00)		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
225	Duke Energy Corp		10,873.43		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
300	Exxon Mobil Corp		21,312.50		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
200	Exxon Mobil Corp		11,062.81		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
300	The Gap Inc		4,699.88		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
449	Hormel Foods Inc		13,028.86		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
400	Intl Business Machines		13,033.28		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
150	Johnson and Johnson		(4,482.96)		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
250	Johnson and Johnson		(4,482.96)		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
350	Lucan Technologies		(809.40)		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
250	Merck & Co Inc		21,144.38		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
200	Merck & Co Inc		21,144.38		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
400	Microsoft Corp		25,196.87		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
100	Microsoft Corp		20,631.84		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
100	Morgan J.P.		(409.83)		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
250	Northern Trust Corp		3,116.86		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
275	PepsiCo Inc		13,835.94		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
550	PepsiCo Inc		22,811.25		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
475	Pfizer Inc		22,811.25		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
200	Procter & Gamble		20,875.94		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
200	Procter & Gamble		20,875.94		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
300	Robert Half Int'l Inc		13,985.75		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	
300	SBC Communications Inc		13,985.75		\$12,343.44	\$0.00	\$1,125.00	1,125.00	\$12,343.44		\$12,343.44	

MS-10

REPORT ON THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2000

FUND LINE	TOWN INVESTED DISPOSITION OF PRINCIPAL	PRINCIPAL					INCOME			TOTAL	
		Balance Beginning Year	Additions/ Purchases	Disposals/ Sales	Balance End Year	Income During Year	Balance Beginning Year	Income During Year	Balance End Year	Income During Year	Balance End Year
300	Southwest Airlines	\$5,205.00			\$5,205.00	\$6.60	\$0.00	\$6.60	\$0.00	\$6.60	\$5,205.00
500	Sun Microsystems, Inc	\$14,828.13			\$5,915.95	\$11.11	\$0.00	\$11.11	\$0.00	\$11.11	\$5,915.95
500	2000 Sun Microsystems, Inc	\$20,989.69	15,693.37		\$16,723.06	\$22.50	\$0.00	\$22.50	\$0.00	\$22.50	\$16,723.06
225	Telex Instruments, Inc	\$0.00			\$0.00	\$25.49	\$0.00	\$25.49	\$0.00	\$25.49	\$11,660.94
500	Two Int Ltd	\$0.00	23,550.00		\$23,550.00	\$18.75	\$0.00	\$18.75	\$0.00	\$18.75	\$23,550.00
400	United-Health Group Inc	\$0.00	21,495.00		\$21,495.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$21,495.00
150	Verizon (formerly Bell Atlantic)	\$0.00	9,029.25		\$9,029.25	\$18.06	\$0.00	\$18.06	\$0.00	\$18.06	\$9,029.25
2 499	F Rowe Price Int Stock Fd	\$16,027.81			\$16,027.81	\$60.50	\$0.00	\$60.50	\$0.00	\$60.50	\$16,027.81
		\$29,054.94			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Total Non-Spendable Funds	\$788,246.99	\$480,853.35	\$138,336.93	\$933,543.92	\$32,127.88	\$74,804.77	\$33,056.08	\$73,457.05	\$33,056.08	\$1,007,000.97

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2000

FUND or Other	HOW INVESTED	DESCRIPTION OF PRINCIPAL	PRINCIPAL					INCOME			TOTAL	
			Balance Deposited Year	Add'l as Precedent	Capital Gain (Loss)	Provisional Gain	Balance End Year	Balance Beginning Year	Interest During Year	Dividend During Year	Income and Dividend Year	Princ'l and Income
EXPENDABLE FUNDS												
		(Acct #)										
		3052007205	\$579,796.24	34,057.89	0.00	1,386.74	\$612,487.39	\$0.00	32,879.36		\$0.00	\$612,487.39
		Cash & Cash Equivalents										
		3052007152	\$2,813.87	15,301.98	0.00	10,014.74	\$6,121.11	\$0.00	413.49		\$0.00	\$6,121.11
		Cash & Cash Equivalents										
		3052007181	\$26,623.36	6,904.74	0.00	68.63	\$33,461.47	\$0.00	1,857.48		\$0.00	\$33,461.47
		Cash & Cash Equivalents										
		3052007170	\$8,878.10	321.56	0.00	21.29	\$9,278.37	\$0.00	503.44		\$0.00	\$9,278.37
		Cash & Cash Equivalents										
		3052007188	\$2,388.85	140.33	0.00	5.73	\$2,523.45	\$0.00	135.45		\$0.00	\$2,523.45
		Cash & Cash Equivalents										
		3052007237	\$5,247.94	309.30	0.00	12.58	\$5,543.68	\$0.00	297.61		\$0.00	\$5,543.68
		Cash & Cash Equivalents										
		3052002022	\$1,175.96	80.81	0.00	3.26	\$1,453.49	\$0.00	78.02		\$0.00	\$1,453.49
		Cash & Cash Equivalents										
		3052013458	\$1,414.06	84.25	0.00	3.44	\$1,514.07	\$0.00	81.32		\$0.00	\$1,514.07
		Cash & Cash Equivalents										
		3052013467	\$3,348.09	196.67	0.00	6.02	\$3,538.74	\$0.00	189.67		\$0.00	\$3,538.74
		Cash & Cash Equivalents										
		3052013708	\$175.91	10.29	0.00	0.42	\$185.76	\$0.00	9.93		\$0.00	\$185.76
		Cash & Cash Equivalents										
		3052013708	\$151,800.32	146,872.16	0.00	78,827.82	\$219,844.68	\$0.00	13,179.61		\$0.00	\$219,844.68
		Cash & Cash Equivalents										
		3052014411	\$126,434.35	7,427.57	0.00	303.08	\$133,558.86	\$0.00	7,189.88		\$0.00	\$133,558.86
		Cash & Cash Equivalents										
		3052016650	\$0.00	655,979.02	0.00	10,831.60	\$645,147.42	\$0.00	6,370.57		\$0.00	\$645,147.42
		Cash & Cash Equivalents										
		Total Expendable Funds	\$1,015,197.58	\$874,043.63	\$0.00	\$101,728.69	\$1,787,504.52	\$0.00	\$68,912.41	\$68,912.41	\$0.00	\$1,787,504.52
TOTAL COMBINED FUNDS												
			\$1,003,444.57	\$1,354,903.98	\$138,336.93	\$78,838.04	\$2,221,046.44	\$74,804.77	\$101,040.38	\$101,040.38	\$73,487.08	\$2,644,856.49
CAPITAL RESERVE FUNDS												
		SCHOOL DISTRICT RECONSTRUCTION										
		Cash & Cash Equivalents	\$123,974.17	34,014.02	0.00	933.58	\$157,054.61	0.00	7,517.54		\$0.00	\$157,054.61
		3052007232	\$56,164.98	6,395.01	0.00	632.68	\$102,087.30	0.00	5,465.69		\$0.00	\$102,087.30
		Cash & Cash Equivalents										
		3052007223	\$1,507,776.37	1,507,776.37	0.00	1,381,681.86	\$3,316,338.16	0.00	28,105.52		\$0.00	\$3,316,338.16
		Cash & Cash Equivalents										
		3052007122	\$498,157.27	19,637.03	0.00	444,250.74	\$43,543.58	0.00	15,180.20		\$0.00	\$43,543.58
		Cash & Cash Equivalents										
		3052010521	\$15,345.84	322,040.89	0.00	324,965.05	\$172,721.66	0.00	1,776.94		\$0.00	\$172,721.66
		Cash & Cash Equivalents										
		3052007231	\$207,186.64	13,927.92	0.00	9,948.93	\$211,767.63	0.00	11,520.36		\$0.00	\$211,767.63
		Cash & Cash Equivalents										
		3052001564	\$24,277.29	1,674.43	0.00	177.26	\$25,774.46	0.00	1,380.22		\$0.00	\$25,774.46
		Cash & Cash Equivalents										
		3052013723	\$195,995.51	117,572.52	0.00	83,091.49	\$248,876.54	0.00	14,815.77		\$0.00	\$248,876.54
		Cash & Cash Equivalents										
		3052013724	\$179,623.66	235,638.86	0.00	317,930.24	\$597,432.28	0.00	8,632.20		\$0.00	\$597,432.28
		Cash & Cash Equivalents										
		TOTAL CAPITAL RESERVE FUNDS	\$1,516,177.01	\$2,245,877.05	\$0.00	\$2,643,719.84	\$1,231,774.22	\$0.00	\$92,384.44	\$92,384.44	\$0.00	\$1,231,774.22
		TOTAL FUNDS	\$3,119,621.45	\$3,613,780.03	\$158,336.93	\$3,118,915.88	\$3,952,822.66	\$74,804.77	\$193,434.83	\$193,434.83	\$73,457.05	\$4,026,279.71

MS-10

ZONING BOARD OF ADJUSTMENT



*James Holland, Edward Huminick, Joseph Scionti, Curtis Davis, Carl DiPaolo,
Not pictured: Les Miller, Daniel Norris, Stephen Reynolds, Gary Azarian, Michael Herrick.*

The year 2000 proved to be one of our busiest and interesting years. A total of 84 Appeals were placed on the Agenda. There were 50 Variances, 30 granted 9 denied, 1 renewed and 10 withdrawn. There were 18 Appeals of Administrative Decision, 14 granted and 4 denied. There were 10 Special exceptions, 8 granted and 2 withdrawn; and 6 Equitable Waivers 5 Granted and 1 withdrawn.

Our biggest administrative accomplishment in the year 2000 was a complete revision of our bylaws; and the introduction and redesign of the Appeals application forms and work sheets to assist the applicant and the members of the Board in facilitating the Appeals process. We want to thank Sam Zannini, Chief Building Official, Lori Aubrey, Recording Secretary and all the Board members for their diligent devotion and the hard work and time that was involved in making the by-laws very detailed definitive and concise. The Board Members would also like to thank the camera crew and all the employees of the Building and Planning departments

“Our biggest administrative accomplishment in the year 2000 was a complete revision of our bylaws; and the introduction and redesign of the Appeals application forms and work sheets to assist the applicant and the members of the Board in facilitating the Appeals process.”

Joe Scionti

who have assisted the Zoning Board of Adjustment (ZBA) throughout the year. A very special thanks to Janet Thompson who hustles her bustle to compile our packages and agenda in a timely manner and to Ro Hartnett who sometimes assists Janet to get the work out on time.

The Salem Zoning Board of Adjustment has ten members, five Regular Members and five Alternate Members. We are a volunteer group and are appointed by the Board of Selectmen for a 3-year term.

The general purpose of the Zoning Board of Adjustment (ZBA) is to hear Appeals for Variances, Special Exceptions, Equitable Waivers of Dimensional Requirements and Appeals of Administrative Decisions. The ZBA can grant relief from the strictest terms of the zoning article when it finds that the criteria governing the particular appeal has been satisfied under local legislation and the NH Statutes regulating the type of Appeal. The Applicant should be well prepared and aware of the laws when appearing before the ZBA in order to make his or her presentation effective. Much of this information is available at the Kelley Library and at the Town Hall. Help yourself to help us help you.

To this end our goals for the year 2001 include facilitating the process, policy and procedures of the ZBA and educating the ZBA members and the public/applicants in the appeal process.

Respectfully submitted,

Joe Scionti, Chairman

SALEM PRIDE

SALEM 250TH ANNIVERSARY COMMITTEE

Salem Pride started long before then Salem Observer publisher, Arthur Mueller, walked into my office 3 years ago and asked me to get involved with Salem's 250th Anniversary Committee, but, as it turned out, perhaps no other organization has done more to inspire that pride in the community.

The objective of this committee was to raise awareness within the Town of Salem, NH of the 250th Anniversary of the Town's founding and to coordinate the activities of businesses and groups to celebrate the milestone. Much was accomplished by the hundreds of volunteers working on committees that planned events that started with 1st Celebration on New Year's Eve, 1999, and culminated with the huge July 4th Celebration.

While the planned events highlighted the spirit and dedication of the committees, it was a challenge to avoid listing everything that grew out of this effort. The Historical Committee, while preserving Salem's history, renovated School House #5, Alice L. Hall Memorial Library and inspired the Contractor's Association to build a gazebo on the common. And, the pride kept growing.

The Beautification Committee touched all corners of the town and continued to draw the participation of more and more individuals and organizations. My sincerest thanks go to all of the individuals, civic organizations and businesses that made this such a great event.

The ultimate "Thank You" was the community's enjoyment of the events—and the pride in Salem that will continue into the future.

Respectfully submitted,

Chuck Morse, Chairman
The Salem 250th Anniversary Committee

250th Celebration Events

First Celebration – December 31st, 1999 – Rockingham Racetrack

St. Patrick's Dinner Dance – March 17th – Icenter

Birthday Party – May 11th - Field of Dreams

Salem Center Open House – May 13th – Museum and Town Common

Colonial Ball – May 20th – Canobie Lake Park Ball Room

Parade – May 21st

Golf Tournament – June 19th – Campbell's Scottish Highlands

Civil War Encampment – June 24th & 25th – Wally Schultz's Farm

Worship Service – July 2nd – Grant Field

4th of July Celebration – Grant Field

*Many enjoyed the day at the Birthday Party on May 11th at the Field of Dreams.
The party included a huge birthday cake, which everyone enjoyed.*



The 250th Colonial Ball took place at Canobie Lake Park Ball Room on May 20th. Colonial Ball Chairman Rosemarie Hartnett and 250th Anniversary Committee Chairman Chuck Morse smile for the camera. Many thanks for a successful event.



Held on May 21st, the 250th Parade was attended by many.



The Salem Center Open House was held on May 13th. All historical buildings were open to the public. A special revolutionary war encampment took place on the Town Common. Two afternoon teas were held, one at the Kelley Library and one at the Tenney United Methodist Church.



TOWN DEPARTMENTS



*Department heads: Front row: Rodney Bartlett, Cheryl Bolouk, Jeff Towne, Barbara Lessard, Linda Casey
Middle row: Stephen MacKinnon, Suzanne Doucette, Sam Zannini, Ross Moldoff, Arthur Barnes,
Back Row: Jim Brown, Mary Donovan, Bob Loranger, Norm Pelletier, Julie Kamal, Peter Moretti.
Not pictured: Sally Sweet, Jim Turse*

TOWN MANAGER

The year 2000, Salem's 250th anniversary, was filled with celebration and excitement. "First Night" was celebrated by hundreds of residents at a party hosted by the 250th Anniversary Committee at the Rockingham Race Track. It marked our 250th anniversary but it also rang in the year 2000, commonly regarded as Y2K. With all the debate about Y2K and what would happen when the clock struck midnight the issue was soon forgotten by most and the festivities of the night, including an awesome fireworks display, went on without a hitch thanks to the committee of volunteers. "First Night" was the first of many exciting events planned to commemorate Salem's 250th birthday. A report from the 250th Anniversary Committee and commemorative pictures are available within the annual report.

The deliberative sessions of the Annual Town Meetings were attended by 64 and 223 registered voters on February 12th and March 18th, respectively. This year, being only the second year under the adopted Town Charter, proved to be relatively "quiet" at both sessions. The Town voted a total budget \$28,249,060, which included appropriations for a Senior Center which was matched by a very generous \$500,000 donation by Russ and Bobbi Ingram. A motion on the

floor of Town Meeting was made to name the new building the “Russ and Bobbi Ingram Senior Center”. The building is currently under design and will hopefully be completed in late 2001 or early 2002.

The Lakes Area Infrastructure Plan, LAIP, was discussed extensively during the year. The LAIP, an extension of the municipal water and sewer system with corresponding road and drainage work, was developed and then presented to the public at numerous hearings held throughout the summer and fall of 2000. The \$69,000,000 plan would have extended water and sewer to approximately 70–80% of the residents of the Town of Salem. The LAIP will continue to be reviewed in 2001 with a possibility of consideration for an appropriation at a future Town Meeting.

The Town completed a Town-wide revaluation this year. The Town had not performed a full revaluation in approximately 20 years. I refer you to the Assessors report for more information on this matter and other matters that may have affected your properties valuation. Other services and events relative to our various Municipal Departments are outlined in the annual report. Upon reading all the reports, I hope you more fully understand the depth of knowledge and service that is provided to the residents and business owners on a daily, weekly, monthly and annual basis.

The Town of Salem was accepted by the Federal Emergency Management Agency as a “Project Impact Community”. Project Impact Communities receive funding from FEMA in order to become “disaster resistant”. The funding is provided for projects such as flood proofing, flood storage, to fix shelters so that they are a stable, safe environment in case of need and much more. Money is still available for individuals and businesses for flood proofing initiatives. Please contact the Fire Chief for detail.

As the former Finance Director, now Town Manager, I have had the distinct pleasure of working with a number of the Boards and Committees and with a number of the volunteers who work tirelessly to improve the quality of life in the Town of Salem. Without the effort of volunteers, New Hampshire being ranked highest in the country for volunteerism, government would not function. To the families of the Board and Committee Members – Thank You! Your sacrifice of time is also tremendous.

“As the former Finance Director, now Town Manager, I have had the distinct pleasure of working with a number of the Boards and Committees and with a number of the volunteers who work tirelessly to improve the quality of life in the Town of Salem.To the families of the volunteers and Board and Committee Members – Thank You! Your sacrifice of time is also tremendous”

Jeff Towne

Respectfully submitted,

Jeffrey C. Towne, Town Manager

JOINT LOSS MANAGEMENT COMMITTEE

This past year the Joint Loss Management Committee was reestablished in accordance with RSA 281. It is the responsibility of the Town to bring a team of employees combined of management and non-management together in a non-abrasive environment to discuss safety in the workplace. It will be the goal of this committee to become effective in providing positive reinforcement by enhancing safety practices in the Departments within the Town of Salem. This past year a questionnaire was issued to all town employees regarding safety concerns. The response was tremendous and as a result several Department Heads were instructed to take actions to address some of these safety issues. These actions will be forthcoming in 2001.

As Chairperson, I would like to thank all committee members and employees for their support and cooperation. I look forward to working , in this coming year, with the committee and all employees in providing a safe and healthy work place.

Respectfully submitted,

Fred Wallace, Chairperson

ASSESSING DEPARTMENT

Our office was extremely busy this past year. We continued to see an extremely active real estate market. Sales prices continued to climb throughout the year at an unprecedented pace surpassing what we were seeing in the late 1980's. Along with this demand for housing, the number of new housing permits and permits for additions and remodeling continued to be processed at an alarming rate. Our first town wide revaluation in 20 years was completed in August 2000 by Vision Appraisal Technology. On the whole the project went very well. We are now totally computerized with the ability to update our values from year to year as market conditions dictate. Our assessment data is now on the web at 'visionappraisal.com'. We encourage all taxpayers to review their assessment to ensure that they are being properly assessed. We want to thank everyone for their patience and understanding throughout this process. We realize that for many the changes in the assessments were dramatic with many seeing increases in their tax bills. With the ability to maintain our assessment data with our computerized mass appraisal software we should never have to go through a full revaluation again. Proper maintenance of the data base through yearly reviews along with field inspections will make changes to individual assessments more gradual and prevent dramatic swings as is seen during a 20 year assessment cycle.

"Our first town wide revaluation in 20 years was completed in August 2000..... We want to thank everyone for their patience and understanding throughout this process."

Norm Pelletier

This could not have been accomplished without my dedicated staff, Cathy Arsenault, Joyce Desrosiers and Gail Watts.

Summary of Inventory

	<u>1999</u>	<u>2000</u> (after reval)
Land	\$234,245,790	\$ 835,855,400
Buildings	\$601,399,970	\$1,445,461,100
Utilities	\$ 8,913,450	\$ 23,691,400
Total Gross Valuation	\$844,559,210	\$2,305,007,900
Elderly Exemptions	\$ 5,133,600	\$ 14,353,500
Blind Exemptions	\$ 285,000	\$ 765,000
Total Net Valuation	\$839,140,610	\$2,289,889,400
Taxes Before Exemptions	\$ 41,461,350	\$ 43,208,038
Minus Veterans Credits	\$ 188,400	\$ 184,400
Net Property Commitment	\$ 41,272,950	\$ 43,023,638
Tax Rate	\$ 49.58	\$ 18.93
Total Current Use Acreage	2,078.52	875
Total Taxable Properties	11,416	11,481
Total Exempt Properties	475	475

COMMUNITY DEVELOPMENT DEPARTMENT

1. Local Economy. Salem began 2000 incurring the loss of between 900 – 1,300 jobs as Compaq closed its facility. With Compaq's closure, the Town of Salem became eligible for assistance from the US Department of Commerce, Economic Development Administration (EDA). Partnering with Rockingham Economic Development Corporation (REDC), the Community Development Department sought a series of grants to blunt the impact on the local economy.

The grant process began with development of a Community Comprehensive Economic Development Strategy (CEDS) for Western Rockingham County – the baseline document required for access to EDA economic assistance. With the CEDS in place by September, we received notice that we were receiving grant aid for economic development capacity building, and that the state would receive another \$1.4 million for retraining displaced Compaq workers. REDC hired an economic development specialist to assist the town in December 2000.

Cisco Systems purchase of the Compaq facility early in the summer put to rest the fear of long-term unemployment for many area workers, but it brought another problem to the surface. Cisco's plans to expand to up to 2,500 workers at the Salem site required basic infrastructure. At the peak of employment at Digital Equipment, no more than 1,900 employees were on site. Cisco's business plan requires the town to invest in additional infrastructure – specifically sewer and road improvements. The Westside Sewer Interceptor was planned in 1983 to serve the commercial/industrial area adjacent to I-93 Exit 2, but never funded and built. We urgently need the capacity to permit Cisco's business development and the development of 18 other commercial/industrial zoned lots in the business park areas. It was identified in the CEDS as the town's highest priority economic development project. Once again, the EDA came to our assistance. Encouraged to file a pre-application for construction aid, the EDA approved it, and invited our application for \$1.5 million to assist in construction of the sewer line. Our complete application is filed, and we expect approval of the funding in late February 2001. If successful, as anticipated, by partnering with REDC, the department will have brought nearly \$3 million in economic development grant assistance into the community.

Other service and manufacturing companies, such as US Paymentech, Lightchip, Harvey Industries, and Amberwave Systems are enjoying a positive outlook. Each now have new facilities up and running in Salem, and appear poised for further expansion. The retail sector was forecast to soften in 2000. Bradlees announced it is closing its eight New Hampshire stores and going out of business, and other regional retailers are also in trouble. Wal Mart will reopen its Salem location this spring as a super Wal Mart, forcing further local consolidation and increase pressure on local retailers and grocery operators.

2. Real Estate Trends. Last year's rise in interest rates coupled with a construction labor shortage has put exceptional pressure on the local housing market. Builders have tended to move up market to maintain profits. A drop in mortgage interest rates may bring more buyers back into the market, but burdened by consumer debt and flagging consumer confidence, the consensus is

that demand for new construction will continue to fall. Demand peaked in February 2000, and a slight regional downward trend in residential new construction started in earnest during June 2000. Local builders who have been cautious not to get overextended with speculative construction report this trend as broadly accurate. Because of location, Salem will continue to see a strong local demand for all levels of housing. A planned increase in the supply and variety of housing for Salem's growing seniors population may help alleviate the housing crunch, by providing older, smaller homes in the community to be recycled as starter or move-up homes for another generation.

Community Development Department Initiatives

1. Flood and Hazard Mitigation Program. In 1999 the department successfully prepared four grant applications to assist the community in overcoming repetitive losses from flooding. In 2000 we pledged to focus only on two initiatives – flood mitigation grant management and sewer infrastructure planning.

In mid-2000 we obtained two more grants; one for additional commercial flood mitigation assistance, and one for in installation of river gauges on the Spicket River. To date, working with the Emergency Management Director, the department has succeeded in obtaining over \$1.2 million in grant assistance to combat repetitive loss from flooding and other natural hazards. Key achievements during the year including completion of over 45 engineering floodproofing surveys for eligible homeowners; engineering analysis of the town's key emergency shelters; completion of the Spicket River Hydraulic Model; successful execution of a regional drawdown exercise with Derry, Methuen, and Lawrence agencies; and completion of plans for acquisition of additional wetland for flood storage. Several homeowners received grants for completion of flood mitigation projects on their property, and many more are in the process of completing plans or finding a contractor to do the work needed. This program will end during 2001, so it is important that projects be completed by late summer.

2. Sewer Infrastructure. This is the second of the two department initiatives for 2000. During the year, a great deal of the department's time and effort was focused on presenting sewer related plans and issues to the community. Community meetings on the Lakes Area Infrastructure Plan culminated in late October. This plan to extend sewer to the densely populated areas around Salem's principal water resources failed to gain sufficient public support to be placed on the ballot in 2001. However, more of the public is aware of the need to provide protection to our drinking water resources, and the Town will be able to use the plans developed to consider alternatives for future sewer development. I'd like to thank the many members of the community who participated in the community meetings, and offer my special thanks to those of you who participated in the LAIP video; took the time to come into the office to discuss the program; or simply called for more information.

While the LAIP did not win support for the ballot, design work for the Westside Interceptor Sewer has proceeded on track. The success in planning this project is due in part to the active participation of impacted property owners in the process. Mainly through their suggestions and recommendations, successful design route modifications were made that could

be presented to the NH Department of Environmental Services and approved by the Board of Selectmen. The construction of this sewer not only allows planned economic development to go forward, but also solves the problem of periodic overloading in the primary sewer interceptor paralleling SR #28, and permits some economy in operation by taking two sewer pump stations off line on completion. My thanks to each of you who have participated in the planning for this project.

The Department struggled this year because of the absence of George Sealy due to illness. George's diligence, incredible work ethic, and great memory of the history of so many of Salem's capital projects were lost to the Town through much of the year. Senior Engineer Jim Brown and I, along with Public Works Director Rodney Bartlett took up the slack where we could, but it's been a tough go without George's daily guidance. We are happy that he seems to be on the mend, and we wish him well.

Please take the time to review the following individual reports for each division of the department. The department has accomplished much on behalf of the community and continues to look for ways to provide better service to each of you. In 2001, the Building Inspection Division will implement a new inspection system that will result in speedier inspection scheduling and quicker sign-off. Among many other tasks, the Health Officer has enforced tougher standards for well testing, and increased the awareness for ensuring drinking water safety in private wells. As spring comes, she will implement control measures for the West Nile Virus. The Planning Division will publish the new Master Plan later in the year and revise the land use regulations to see that is appropriately implemented. The Engineering Division will take on additional responsibility to assist in management of Capital Projects.

As many of you may know, I have accepted an offer from an old friend in Honolulu to take over his project manager responsibilities in a land use consulting firm working on projects throughout the Pacific Region. I will be leaving Salem early in 2001. The parting will not be without some great memories! I've particularly enjoyed working with those of you who I have encouraged to volunteer to serve on local boards and commissions. I trust that you will find as I have, that working in local government is a great way to contribute to your community and make a real difference in life. Thank you for giving your time and talent so graciously and generously! Please accept my humble thanks to all of you for accepting me into your community and granting me the opportunity to guide the stewardship of the community's civic infrastructure over the last three years.

"I will be leaving Salem early in 2001. I trust that you will find as I have, that working in local government is a great way to contribute to your community and make a real difference in life."

Jim Turse

Respectfully submitted,

Jim Turse, Community Development Director

BUILDING DIVISION

The Building Inspection Division has had a very busy year. The Residential Growth Ordinance that was passed in 1997 allows for 130 single-family homes to be built. This year there were 122 single-family home permits issued. While single-family home permits were slightly on the down side, all other permits were on the rise. Commercial permits in all categories have grown. We have had a healthy amount of commercial growth both in small businesses and large companies. Salem has had a very diverse amount of growth in the year 2000. Commercial growth has been felt in every area, the building, electrical and plumbing inspectors have been extremely busy with this particular increase as well as the increase in residential additions and alterations.

The Chief Building Official is Sam Zannini who also serves as Plumbing Inspector and agent for the Zoning Board of Adjustment. Warren Winter is the Building Inspector and Ken Sherwood is the Electrical Inspector.

Permits Issued in 2000

Plumbing Permits - 552

Electrical - 836

Building - 1,301

Total = 2,689

It is obvious that there is an incredible amount of interest in building in Salem as Salem has become a very desirable place to live and a profitable business location.

It is the mission of this department to give the residents of Salem the best possible information and continue to ensure safety and code enforcement as it is of the utmost importance.

It is with pride that we serve each and every resident of Salem and pleased that we can give personal attention to all that come into our office seeking information.

Respectfully submitted,

Samuel Zannini, Chief Building Official

ENGINEERING DIVISION

2000 was another extremely busy year for the Engineering Division. In addition to the hectic pace of private construction, we were called upon to take on additional duties and responsibilities due to long-term illness of Capital Projects Manager George Sealy. We wish him good luck and are hoping for a full recovery for him. The number of engineering permits issued decreased slightly from 1999, just enough to rank it as our second largest volume year. The number of building permits we signed off on increased again, which directly relates to an increase in inspections performed visitors to the office and phone calls received and returned. The Project Impact Flood Mitigation Grant effort increased responsibilities for Carolyn Maldonado as she provided support and worked very closely with the Director, department staff, our consultants, and residents on residential flood mitigation projects. With Joe Chamberlain's new status as a Certified Wetlands Scientist we also experienced an increase in the requests for site visits for wetland related issues. Year 2000 replaced 1999 as our top year ever for septic design plan review. Site and subdivision plans submitted for review dropped off a little this year, but still remain at an above average level. We saw approximately \$2.7 million in new residential subdivision infrastructure construction started this year as well as several large commercial projects and their associated offsite improvements. We devoted a lot of time to and worked closely with Capital Projects and Public Works on our construction efforts this year.

I would like to thank Joe Chamberlain and Carolyn Maldonado for all their hard work and dedication during an extremely busy year for a job well done. Again I would also like to thank all the people that we worked with over the past year for their patience as it has become more and more difficult to provide our services in a timely fashion. Thank you again.

Respectfully submitted,

James S. Brown, Senior Engineer

HEALTH DIVISION

Several environmental concerns and complaints ushered in the new millennium in Salem. These issues will continue to be monitored until they have been resolved.

The West Nile Virus Infection was detected in New Hampshire in 2000 with positive birds in Manchester, Hampstead, Newton and Derry. This virus had not been previously found in the United States and its presence was confirmed by the Centers for Disease Control and Prevention (CDC) after an encephalitis outbreak in New York in 1999. The virus is transmitted by birds, primarily crows, bitten by infected *Culex pipiens*, female mosquitoes. Bird testing, mosquito surveillance, trapping and potential mosquito spraying within a 2 mile radius of where positive birds and mosquitoes are found, will continue in 2001. With the virus found in many states and several communities around us, it is inevitable that it will be found in Salem as early as Spring, 2001.

Private wells contaminated with varying levels of Methyl tertiary butyl ether (MTBE) in the Blake Road area have been cause for concern. MTBE was originally added to gasoline in the early 1980's as a way to reduce automobile contamination, however, unlike gasoline, MTBE mixes easily with water and can travel underground to contaminate groundwater. The New Hampshire Department of Environmental Services is investigating and hopes to find and remove the source of the contamination.

In February 2000, a revised Salem Chapter 253-Salem Disposal Systems and Wells, went into effect. These revisions require that prior to the issuance of Certificates of Occupancy in any new building serviced by a private well and in all private well replacements, a specified list of parameters shall be tested and shall meet EPA Maximum Contaminant Levels (MCL) Standards. This list includes arsenic and a Volatile Organic Compound (VOC) Screen. The new requirements have turned up chemicals at various locations that were remediated by the appropriate filtration systems prior to the closing on the property.

Food borne illness issues continue to be a concern for all residents. As new emerging pathogens affect food safety, it is more important than ever that appropriate food safety guidelines and requirements be followed. Salem's food service industry has adjusted well to the 1999 requirements of wearing plastic gloves to handle ready to eat foods. More and more establishments are taking their own initiatives to properly train and certify their personnel through Serv-Safe Courses.

The NH Department of Health and Human Services continued to work with the 12 node communities selected under a CDC grant in the Health Alert Network Initiative. Eventually, the grant will provide bio-terrorism training, tracking and electronic equipment to selected communities, such as Salem and will form networks of health officers trained to handle disease surveillance and epidemiological investigations in the event of a bio-terrorism threat or occurrence.

The second round of Potential Contaminant Site (PCS) inspections required under Salem's Groundwater Reclassification Program is nearly completed. Sites that meet the criteria must be inspected once every three years to assure proper handling, production and storage of chemicals within the GAA-Wellhead and GA1 Watershed Protection Areas.

The beach-testing program was uneventful during the summer of 2000. The cool weather and continued resident awareness of not feeding ducks, contributed to maintaining low coliform counts for swimming waters as mandated by the Department of Environmental Services.

New environmental issues will surely continue to develop in Salem, so a busy 2001 is anticipated. Citizen input and comments are welcomed.

Respectfully submitted,

Suzanne B. Doucette, Health Officer

PLANNING DIVISION

The Town of Salem's Planning Division consists of Planning Director Ross Moldoff and Administrative Secretary Rosemarie Hartnett. Our primary responsibility is administering the Town's land use controls, including subdivision, site plan, and zoning ordinances. This involves extensive dealings with the public, reviewing plans and proposals, signing permits, inspecting sites, and working with other Town staff, consultants, and applicants. We arrange Planning Board and Conservation Commission meetings throughout the year, and serve as staff to these citizen volunteers. Given Salem's population and development activity, the volume of this administrative work takes up most of our available time.

Our other major responsibility is long-range planning for the community. This involves updating and implementing the Town's Master Plan, proposing new regulations to control land development, preparing planning studies and working on a variety of miscellaneous projects for the betterment of the Town.

Planning Division highlights for 2000 are discussed below:

Planning Board: Coordinated 23 meetings with 116 agenda items and 77 items handled as public matters. Large projects approved in 2000 included 3 industrial buildings on Northwestern Drive and 1 on Raymond Avenue, a self-storage facility on North Broadway, the re-use of the old Zurbach Steel building on Willow Street for industrial and self-storage, and subdivisions on Route 111 (25 lots), Cluff Road (10 lots) and Kelly Road (18 lots).

Conservation Commission: Coordinated 12 meetings with 39 agenda items. Large projects included the NH Department of Transportation's plans for a park-and-ride lot on Rockingham Park Boulevard and wetland mitigation plans for the expansion of Route 93, several requests to purchase Town land, and numerous wetland filling for new subdivisions and commercial projects.

Master Plan: Organized Master Plan effort including selection of consultant, review of work tasks, collection of background material, and development of public participation program. Coordinated 3 public meetings. Worked with volunteer Keith Wolters on link to Town web page. Worked with Information Services Department to prepare build-out map showing remaining buildable land.

Community Profile Project: Coordinated one 2-day public forum on planning issues sponsored by Planning Board. Held January 28 and 29 at Woodbury High School with 120 attendees.

Zoning Amendments: Worked with Planning Board to prepare amendments to zoning ordinance. Prepared legal notices and warrant and ballot articles and set up public hearings.

Economic Development: Served on Board of Directors of Rockingham Economic Development Corporation, which offers various services to support economic development in Salem and other communities in Rockingham County.

Fiscal Impact Model: Worked with a consultant hired to analyze Salem's tax base and develop a computerized model for fiscal impact planning.

Road Improvements: Collected \$136,000 in road impact fees for Pelham Road and Rt. 28 road corridors. Received grant for \$66,000 to link traffic signals on Pelham Road. Secured easements for Rt. 111 widening.

Town Forest: Worked with Conservation Commission and volunteers Bob and Linda Harvey on various projects, including signage, trail maintenance, and distribution of brochures. The Department of Public Works also helped with installation of signs, provision of bark mulch for spreading on trails, and numerous other tasks this year.

Conservation Land: Worked with Conservation Commission and Board of Selectmen to accept donations of conservation land off Rt. 111 (54 acres) and off Pelham Rd. (52 acres). Helped Rockingham Planning Commission prepare map of all conservation land and easements.

Senior Center: Presented article for partial Town funding at Town Meeting. Worked with Russ Ingram on various issues. Prepared request for architectural/engineering services.

Code Enforcement: Reviewed close to 400 permit applications for new single-family dwellings, commercial developments/alterations, and signs. Investigated numerous complaints and inspected sites for compliance with approved plans. Conducted numerous site plan inspections of Greystone Farm, Wal-Mart and other projects.

Other: Collected close to \$250,000 in school impact fees. Processed \$85,000 in escrow funds for outside plan reviews. Worked with Garden Club on Commercial Landscaping Awards. Coordinated planting of large maple trees in front of High School. Collected land use information for Lakes Area Infrastructure Plan. Assisted Town Attorney on Lake Street Garden Center lawsuit. Worked with consultant on review of Open Space Preservation ordinance. Prepared project descriptions for Capital Improvement Plan.

As Salem enters the new century, we urge citizens to participate in planning for the future by reading the Town's Master Plan and Land Use Controls book, attending meetings or watching them on Cable Channel 17, volunteering for subcommittees or Board openings, writing letters or visiting the Planning Office. Citizens may also learn more by visiting the Town's Internet Web page at www.ci.salem.nh.us.

ELDERLY SERVICES

The Salem Senior Center is a drop in center for community residents 60 and older. It is open Monday through Friday from 9:00 a.m. to 5:00 p.m. For a donation, a noon meal is available and furnished by the Rockingham County Nutrition Program. Free coffee and snacks are also available.

The seniors gather together and participate in various activities. These activities include: Line Dancing, Square Dancing, Bid Whist, Bridge, Scat, Cribbage, 45's, Beano, Painting, Ceramics, Weight Loss Program, Tai'Chi, Easy Tone Machines, Exercise program, Arts & Crafts, Knitting & Crocheting, Scrabble, the Salem Choral Group. Bowlers meet at Park Place Lanes in Windham on Fridays at 9:30 a.m.

Upon advanced request, a handicapped accessible van brings seniors to the Center, grocery shopping, to medical appointments in Salem and returns them home.

The 26th Annual Health and Information Fair was held at the Woodbury Middle School. Screening and information tables were available. Flu shots were given free of charge to Salem Seniors and residents in the "High Risk Group" at the Senior Center in December.

By request, photo identification cards are furnished to Salem Residents 60 years of age or older. The Vial of Life Program consists of a vial, which contains a statistical paper with pertinent medical information, hospital preference, next of kin to be notified in case of emergency, etc. Medics and ambulance attendants are aware of this program. This information is used only in case of an accident or emergency.

Seniors volunteer at Salem Schools, Town Office, Police Station, Nursing Homes, Churches, area Hospitals and the Center. The Salem Council on Aging meet six times a year on the third Thursday at 5:00 p.m.; the Rebekahs meet on the first and third Mondays at 7:00 p.m. All meetings are held at the Center.

Sight Services for Independent Living meet at the Center the 4th Wednesday every 2 months. This group provides support, information and resources to NH residents, age 55 and over who are visually impaired.

The Senior Column is published weekly in the Salem Observer, Manchester Union Leader, Forever Young Magazine, and Lawrence Eagle Tribune. Salem's Public Access TV - Channel 17 lists specials at the Center along with activities and trips offered. The "Town Crier" newsletter is published and mailed from the Center every two months to Salem Seniors. Town Departments and individuals are invited to submit articles of interest.

Presentations were held on the following subjects: "Medicare Fraud", by Crime Prevention Officer Jeanine Aly. Normand Pelletier, Town Assessor, spoke on changes in Elderly Exemptions for property taxes. A representative from Greystone Farm (the Towns' first assisted

living complex) outlined their new facility to interested seniors and their families. A local chiropractor/nutritionist spoke on the management of back pain (including proper exercise and nutrition) and how back problems can affect the health and well being of the rest of your body.

Residents who live alone are invited to join the "Good Morning" program which serves as a daily check on their wellbeing. The Living Will application is available. There is assistance with Medicare, medical and income tax forms, general problems, referrals and disbursement of information (both specific and general). Free Notary Public services and income tax preparation are provided. The Town pays the Holy Family Hospital to administer a blood pressure/ blood sugar clinic on the third Tuesday of each month at 12 noon; blood sugar is taken every other month at 11 am on the same day.

The local V.F.W. held a special Valentine and Halloween dance. The Derry/Salem Elks hosted Thanksgiving Day dinner at their lodge on Rt. 111, local residents volunteer rides and deliver to the homebound. The Salem High School Student Council sponsored the Senior Citizen "Young at Heart Ball" in May. The Salem Firefighters hosted their 14th Holiday luncheon for Senior Citizens in December. The Annual Christmas Party was held in December at the Pelham Inn. Presentations of trips and travel plans for the year are given by professional tour groups. Overnight, day and weeklong excursions are offered. Christmas Fund activities are coordinated from the Center.

"Mr. & Mrs. Russell Ingram generously donated \$500,000 to the Town for a new Senior Center. We extend our heartfelt appreciation to them for their generosity and dedication to our senior population."

Sally Sweet

The Salem Senior Choral Group entertains residents of local retirement and nursing homes, and is well received wherever they go. The group also performs to raise money for the benefit of the Greater Salem Caregivers.

We had free eyeglass adjustments given by the Lowell Optical for a period of time this year. Free hearing screenings were offered complements of American Hearing Services.

Mr. & Mrs. Russell Ingram generously donated \$500,000 to the Town for a new Senior Center. The site location has been chosen and plans are underway for ground breaking early 2001. We extend our heartfelt appreciation to them for their generosity and dedication to our senior population.

Respectfully submitted,

Sally Sweet, Elderly Services Coordinator

FINANCE DEPARTMENT

The year 2000 was a relatively quiet year for the Finance Department. We ushered in the New Year quietly and with success. We experienced very little interruption in service as a result of Y2K. The Information Services Department was well prepared for the challenge.

The Lakes Area Infrastructure Plan is a \$69,000,000 program that improves existing and creates additional water and sewer infrastructure throughout a majority of the community. The Finance Director, then Jeff Towne, contributed hundreds of hours in preparation, refinement and presentation of the program throughout the year. The LAIP was ultimately not presented to the Town for approval at the 2001 Town Meeting process. We expect to continue the analysis and presentation of the program in this upcoming year.

Again this year, the Finance Director took the lead in the Capital Improvements Program. The CIP is a six year capital plan that addresses equipment, land, buildings and other items of a capital nature that are at least a value of \$25,000 or more with a useful life of at least five years. The program looks at all Town and School initiatives. The CIP Advisory Committee is a function of the Planning Board and has representatives of the Planning Board, the Board of Selectmen, the Budget Committee and members of the public as well. The CIP is available for review at the Town Hall and the Kelley Library.

Jeff Towne, former Finance Director, was offered the position of Town Manager for Salem in December of 2000. The Finance Department wishes him great success in his new role.

I was appointed Finance Director shortly after the Town Manager accepted his new position and I look forward to the opportunity of serving the community of Salem as well.

"I anticipate an exciting year working with other Town Departments in accomplishing the goals and objectives of the Board of Selectmen and the Town Manager."

Linda Casey

This upcoming year has a number of projects that the Finance Department will be intimately involved with. The following projects are already in the works: LAIP, Pelham Road, Project Impact, CDBG project and much more. I anticipate an exciting year working with other Town Departments in accomplishing the goals and objectives of the Board of Selectmen and the Town Manager.

I would like to take this opportunity to thank all the employees of the Finance Department. The Finance Department continues to be a success with their support and dedication.

Respectfully submitted,

Linda Casey, Finance Director

FIRE DEPARTMENT

2000 marked the ninety-fifth year the Salem Fire Department has provided fire and life safety services to the community. Sharing the same spirit of dedication to the excellence exhibited by our forebears. The men and women of the department have worked diligently to provide Salem's residences with the best possible level of service.

There were some changes in department staff; Firefighter Russell Schwarzenberg retired with 27 years of service as did Captain Kevin Kimball a 25-year veteran. Fire Chief John Nadeau left after seven years to accept a position with the East Derry District and Christopher Robinson one of our full time dispatchers was unfortunately unable to return to work after suffering an injury while off duty. We all wish them well in their new endeavors.

Firefighters Warren Seckendorf, Michael Wallace, Fire Inspector Paul Parisi and Paramedic Paul Leischner were promoted to Lieutenants, Paramedic Frederick Doucette was promoted to Fire Inspector and Firefighter Joseph Kaimal to Captain. Each of these individuals with their unique talents and abilities will enrich the officers' corps for years to come. We also had occasion to welcome on board Firefighters Carl Cleary, Randall Young, Robert Martin, Jeffery Jensen, Timothy Kenney and Gary Levesque and Dispatchers John Hoellrich and Cheryl Celeste.

Staffing levels were increased from twelve persons on duty to thirteen. This increase proved to be fortuitous, as increased energy costs have resulted in an increase in structure fires caused by alternate heating sources. During the year we responded to 3,892 emergency incidents, a 4% increase over 1999.

Significant events during 2000 included a triple fatal fire, a fifteen-unit apartment building fire, ruptured 500-gallon propane tank, several motor vehicle accidents requiring helicopter transport of patients and the successful home birth of a baby boy.

During the year we took delivery of a new engine and retired our 1976 Engine 4. Also we purchased and are currently training with three thermal imaging cameras. These cameras will give our attack crews the ability to see through smoke and aid in locating victims and/or the seat of the fire.

In the Emergency Medical Services (EMS) division we upgraded our cardiac defibrillators so that all the ambulances have 12-lead capabilities. This allows our paramedics to interpret and treat a broader range of cardiac difficulties. One of the results of our exceptional EMS system, is the request from the Elliott Hospital in Manchester to be a Paramedic Preceptor site for the training of their Paramedic students.

"I look forward to working with the highly motivated, dedicated and competent individuals, who are the Salem Fire Department."

Arthur Barnes

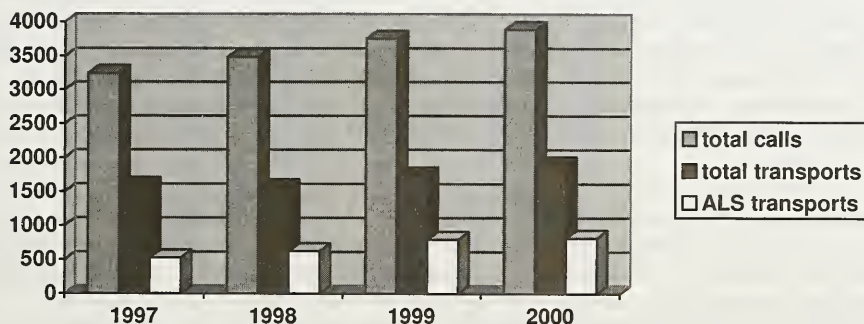
On the local level we have continued our participation in the Salem High School's mentoring program and hosting of the Driver's Education Class for a "jaws of life" and patient "packaging" demonstration.

On a personal note it is very gratifying and humbling assuming the position of Chief of the Salem Fire Department. I look forward to working with the highly motivated, dedicated and competent individuals, who are the Salem Fire Department.

I conclude this report with our year-end statistics.

Respectfully Submitted,

Chief Arthur E. Barnes



SOUTHEASTERN NH HAZARDOUS MATERIALS MUTUAL AID DISTRICT

The Southeastern NH Hazardous Materials Mutual Aid District is organized as a regional solution to the hazardous materials response problem. The purpose of the district is to prepare our communities, regionally, for responses to hazardous materials incidents, both with training and equipment. The fourteen communities that comprise the district are: Auburn, Atkinson, Chester, Danville, Derry, East Derry, Hampstead, Hooksett, Litchfield, Londonderry, Pelham, Plaistow Salem and Windham.

The District is managed by an Operation Committee, consisting of a Chief Officer from each member community, who carry out the day-to-day business of the organization; and a Board of Directors, consisting of an elected or appointed member of municipal government in each member community, who provide oversight and fiscal management. The District has the highest level of response available for hazmat, Level "A".

District resources include two response trailers, equipped with generators, oil spill and decontamination equipment, chemical reference material, protective suits, and communications equipment. This year the District purchased a new response truck and trailer equipped for the team. The District trailers and truck are strategically located to respond to any community requesting them. An EMS Mass Casualty trailer is located in Londonderry, available for response to medical incidents with a large number of patients.

The District's Level "A" Hazmat team, comprised of fire personnel from member communities, has responded to many incidents and received praise from regulatory agencies on the professionalism of its operation. The team trains monthly, and is on-call to respond to member communities, to conduct research, advise the incident commander on control activities and safety, and fill incident command system staff positions. They also assist member communities with planning, since the District has been recognized as a regional Local Emergency Planning Committee, to comply with SARA Title III of the federal regulations governing hazardous materials. This allows the District to be eligible for Emergency Management Assistance funding.

This year the District participated in the national hazmat drill in Portsmouth, as well as a drill conducted with the Us Army Civil Support Team and the Bureau of Alcohol, Tobacco, and Firearms. This drill focused on weapons of mass destruction, such as chemical or biological agents. The District has completed and filed with the state of regional emergency plan for such terrorist incidents. Your fire department and local officials continue to make progress in providing the most cost effective manner of responding to a hazardous materials incident.

Respectfully Submitted,
For the Board of Directors
Mr. Richard Plante, Town Manager
Chairman, Board of Directors

For the Operations Committee
Chief Alan J. Sypek, Londonderry Fire Department
Chairman, Operations Committee

HUMAN RESOURCES DEPARTMENT

Realtors quote “location, location, location.” During this past year, the appropriate quote for Human Resources professionals has undoubtedly been “health insurance, health insurance, health insurance.” As we continued to focus on our commitment to deliver the best services possible, the Human Resources Department has worked through a challenging and often frustrating year managing customer service issues with the Town’s health care providers. In addition to responding to current and retired employees’ concerns regarding health care, the department teamed with the Health Insurance Advisory Committee (HIAC) in an effort to discuss health care trends and benefit programs. Late in the year, employee groups town-wide agreed to a change in providers, which resulted in an open enrollment. Employees and dependent subscribers, as well as eligible retirees, in January 2001 will complete paperwork to changing carriers to Anthem Blue Cross/Blue Shield through the New Hampshire Municipal Association effective March 1, 2001.

“Human Resources Department remains focused on meeting employees’ needs in its attempt to deliver high quality services.”

Mary Donovan

Transition is another word synonymous with the Human Resources Department. In 2000, Human Resources processed more than 100 status changes including promotions, transfers, new hires, retirements, and terminations. On a daily basis, Human Resources closely monitored work and non-work related injury/disability claims, and processed medical documentation and payments for employees. This year resulted in more than 70 work-related claims, as well as several disability claims. As a result of careful monitoring and aggressive reviews only 21 work-related claims resulted in lost time.

On a special assignment, Human Resources worked tirelessly along with the Public Works management team to develop PI 2000, a program designed to provide tools and data to improve, enhance, and assess the daily operations of the department.

Throughout the year, Human Resources also coordinated and assisted in matters of discipline, labor, and grievance arbitration resolution. Additionally, the department worked closely with legal counsel during collective bargaining cycles with various unions. In 2000, both Fire and SEA contracts were settled with three-year agreements.

Human Resources Department remains focused on meeting employees’ needs in its attempt to deliver high quality services. Through our open-door policy, we encourage employees to personally contact the office for valuable information on benefits, insurance, investments, employee assistance programs, and any other questions regarding conditions of employment. We believe that by assisting with information, and supporting the smooth operation of the departments, that employees’ performance will be optimum and their employment experience will be rewarding.

In support of these department goals, we stand ready to assist employees in all aspects of their work experience in Salem.

Respectfully submitted,

Mary E. Donovan, Human Resources Director

HUMAN SERVICES DEPARTMENT

"Civilization can also be defined by how we as a community care for our poor and less fortunate"

The Town Human Service Department provides emergency and temporary assistance for Salem residents as defined by State Statute RSA 165. Eligibility is based on need, and is determined, each time a formal request for assistance is made through an application process, based on guidelines adopted by the Salem Board of Selectmen. Assistance is provided through vouchers or directly to vendors for such basic needs as food, fuel for heat, utilities, shelter, prescriptions and other necessities. Referrals to other resources, such as State and Federal Programs, food pantries, etc., are made before local tax dollars are utilized whenever possible.

"Civilization can also be defined by how we as a community care for our poor and less fortunate".

Bob Loranger

Liens, according to State Law, are placed on properties and future settlements of those assisted. In 2000 the Town was reimbursed over \$34,500 for past assistance provided.

The Town in 2000 assisted 189 families and over 455 residents. The budgetary cost for General Assistance in 2000 was \$116,469. The largest percentage of families were assisted with housing, medical cost, especially medications; and food. Low housing vacancies with escalating rents have affected many low-income households, especially those working at the lower end of the wage scale.

Respectfully submitted,

Robert Loranger, Human Services Administrator

TOWN FUNDED HUMAN SERVICES

"Frugally expanding needed resources at the local level"

The Town funded the following human services to help serve Salem residents in 2000:

Home Health Care/Clinics.

\$35,000 was allocated in Town funding in 2000 for home health care and clinics. The Town contracted with three agencies to provide health care and health care related services. The Northeast Rehabilitation Hospital located in Salem provides skilled home visits to Salem' frail and elderly residents who do not have the necessary income for these services. The Town of Salem contracts with the Holy Family Hospital to provide community health clinics for Salem's seniors and Salem's children. Holy Family Hospital provides blood pressure readings on a monthly basis at the Salem Senior Center and glucose screening every other month at the Salem

Senior Center. Holy Family also provides flu immunizations for Salem's elderly and immunizations for children of Salem's low-income households. The Salem Success By Six/Family Resource Center provides home visiting nurses and child development services to young mothers and mothers of newborns; parenting workshops, parenting libraries, and babysitting training and network. The Parenting Resource Center is located at the Fisk School, telephone #898-5493.

Greater Salem Caregivers.

The Greater Salem Caregivers was allocated \$15,000 by the Town in 2000. Caregivers provides supportive services, through a network of volunteers to those who are frail, elderly, temporarily or permanently disabled, ill, homebound, and to those individuals with other "special needs". Volunteers provide rides for medical appointments, friendly visits, errands, chores and minor repairs. Assistance is provided in locating other services, support, and professional care. In 2000, Caregivers served 501 Salem residents, with over 25,000 units of service, primarily for transportation to medical appointments with a value of over \$46,000 in services to Salem residents. Caregivers have increased the number of miles driven to transport Salem clients and increased the number of seniors visited by volunteers.

A Safe Place/Rape and Assault Center.

These two agencies together were allocated a total of \$4,000 by the Town in 2000. The two agencies coordinated services to provide direct services to battered women and their children including emergency shelter, a 24-hour crisis intervention hotline, court advocacy in obtaining protective restraining orders, support groups, peer counseling, in-shelter children's program, emergency transportation and referrals to community agencies and resources. These services are crucial if women and children are to be able to make transition out of abusive living situations, and live free from violence. Forty-three (43) residents were helped with crisis assistance last year. A total of 2711 units of service were provided in education and outreach to Salem residents. A Safe Place has a drop-in center with part-time hours for the Greater Salem area. Their local telephone number is #890-6392.

Retired Senior Volunteer Program (RSVP).

RSVP was allocated \$4,000 by the Town in 2000. RSVP seeks to provide a recognized role in the community and a meaningful life retirement for older Americans 55 years and over. The RSVP program is people helping people, volunteers sharing their skills of a lifetime to support their communities. In 2000, Salem's RSVP volunteers contributed over 25,000 hours to 35 nonprofit agencies, such as the Salem Boys & Girls Club, Salemhaven Nursing Home, Millville Arms Association, Salem Senior Nutrition, Greater Salem Caregivers, Greater Salem Chamber of Commerce, Salem Fire Department, Salem Police Department, Salem Senior Center and Choral Group, Salem Knitters, Salem Historical Museum, Silverthorne Adult Day Care, and Telfer Circle Senior Bingo and Crafts.

Big Brothers/Big Sisters Program.

The Big Brothers/Big Sisters was allocated \$14,500 by the Town funding in 2000. The purpose of Big Brothers/Big Sisters is to provide 7-14 year old children from single parent families with consistent, one-to-one long-term relationships with capable, caring adult volunteers. The program seeks not only to prevent problems but also to promote healthy growth and development of boys and girls through the friendship and positive role model of a Big Brother/Big Sister. In 2000, there were 31 Little Brothers and Little Sisters matched with Big Brothers and Big Sisters.

Rockingham County Community Action Program (RCCAP).

RCCAP was allocated \$16,640 in 2000. RCCAP's mission is to serve the needs of the areas low-income residents by assisting them in coping with the hardships of poverty. RCCAP has an outreach office in Salem and provided 198 residents with fuel assistance last year for a value of \$86,247. It has also provided Salem residents with other services, WIC Program services, food, crisis assistance, lifeline services to the isolated elderly and disabled, etc. The total value of services to Salem residents was \$477,337.

"Many a day I would not eat if it were not for Meals on Wheels."

Rockingham Nutrition Meals on Wheels.

Rockingham Nutrition Meals on Wheels was allocated \$8,505 in 2000 by the Town of Salem. The Nutrition Program provides hot noon lunches at the Salem Senior Center on Lawrence Road, five days a week and delivers noon meals to those residents who are homebound. Last year the Nutrition Program provided meals to over 282 Salem residents. Provisions are provided for two meals a day if needed. A grand total of 26,008 meals were provided from the Salem site. The Nutrition Program telephone number is #893-2137.

Rockingham VNA and Hospice

The Town allocated \$8,500 toward the Hospice Program in 2000. The agency provided Hospice care to five (5) Salem residents (and families) who were terminally ill last year, and provided 223 units of service. The Town's allocation helps support volunteer services and bereavement groups.

Community Health Services, Inc.

Community Health Services, Inc., was allocated \$10,000 in 2000 from the Town. The agency's mission is to provide comprehensive health care including primary care physicians, specialists, mental health services, pharmaceutical medications and hospital care at low cost to Salem's low-income residents who work, are without health care insurance, are not eligible for federal health care programs, and cannot afford health insurance. The value of services to 191 Salem residents served in 2000 was over \$140,000, representing a 58% increase in enrollment.

INFORMATION SERVICES DEPARTMENT

Salem's Information Services Department provides technology related information, communication and support services to all departments located within the Town Hall, Police Department, Fire Department, Department of Public Works, Water Treatment Plant and Senior Center. These services include the acquisition of computer hardware, software, supplies, maintenance and training. Information Services also handles all aspects of software development, systems security, data integrity, and relevant contracts.

2000 saw significant changes come about for our I.S. Department. First and foremost we came through the dreaded century change with no ill side effects. Our lone RPG programmer (Karen Landry) did a stupendous job at keeping abreast of needed changes and curtailing any substantial down time. The department's forward progress was marked by the appointment of a new Manager (Peter Moretti) and a new Geographic Information Systems leader (Amanda Harding). The Town's GIS capabilities continue to grow as data are updated and new GIS tools are now in place. Since August, the road centerlines, parcels and zoning boundaries have all been updated. A link has been established between the Town's spatial data and vast database, allowing greater analytical capability for all departments. This has also allowed for the quick and more accurate production of all of the Town's maps.

"The Town's GIS capabilities continue to grow as data are updated and new GIS tools are now in place."

Peter Moretti

2000 also saw the development and implementation of the infrastructure needed to accommodate the Town-wide property revaluation database. The project necessitated the installation and integration of a separate server to hold the vast database. Two workstations are now available at the Town Hall Assessor's Office for public use. These PCs allow individual research on property assessment, including the ability to view photographs of structures.

At this point, the focus of 2001 is to bring consistency and stability to our internal systems while modernizing the output to the residential community. In closing, we will also be working towards improving our web presence and eventually embracing e-commerce.

Respectfully submitted,

Peter Moretti, Information Services Manager

POLICE DEPARTMENT

As in many of the past years, we found 2000 to be very busy for us on a number of fronts. We saw additional personnel changes in an on-going effort to improve services, our case activity was up significantly, and we have been working to change our management style and the way we deliver services both internally and externally to better serve the community. In addition, we continue to struggle with a facility that is too small for our needs and has clearly outgrown its usefulness. This clearly impacts our ability to do our jobs and affects the outcome of many of our efforts.

Personnel: In 2000, we saw resignations of two long-term employees. Officer Robert Eyssi was a staple in the police department for the past 27 years and was often the oil that helped keep the police machinery running. Detective Lieutenant Richard Dunn retired after serving Salem for 33 years and was recognized for his voluminous knowledge on the town and police practices. We will miss both of their contributions since they could never be replaced. Also, Officer Jeanine Aly resigned after 16 years of service, her last assignment being the Crime Prevention Officer.

Because of various vacancies we welcomed four new police officers on board including Brian Santos, George Baker, Ted Anagnos and Michael Wagner. Shawn Patten and Ken Mulchahey were promoted to Sergeant while Mark Pearson was promoted to Lieutenant. We added an additional Youth Officer, Steve Malisos, to the Community Services Unit because of their heavy workload and Marc Prescott was made our new Crime Prevention Officer. We look forward to all their contributions in the coming years.

Criminal Activity: We are happy to report 2000 showed another decrease in criminal activity. As compared to 1999, we saw a 2.3% decrease. What we found interesting in 2000 was how active officers were. Even though there was a drop, you can see by the below statistics officers were busier than ever in responding to calls, taking enforcement action and providing services to the community.

The following are some statistics for general information purposes. The numbers in parenthesis are from 1999 for the same event:

Calls for Service	32,394 (31,675)		
Burglaries	67 (110)	Stolen Vehicles	143 (178)
Assaults	229 (226)	Robbery	18 (17)
Larcenies	1,033 (996)	Murder	1 (0)
Vehicle Accidents	1,025 (902)	Alarms	2,365 (2,456)
Driving while Intoxicated	241 (177)	Missing Persons	17 (12)
Summons Warnings Issued	11,401 (11,072)		
Adult Arrests	2,752 (1,863)	Juvenile Arrests	351 (285)
Miles Patrolled	47,783 (45,238)		

Services to the Community: With a Crime Prevention Officer on board we expect to significantly expand programs to the community. We have already started to work with the Senior Citizens in their areas of concern as well as meeting many times with the business community to deal with their crime related issues. The Community Services Unit is active in the school system and in the community. We work closely with the school staffs, various social service agencies, and the courts to address juvenile related issues. A primary focus of these efforts is education and intervention before having to take enforcement action.

The Investigations Unit has expanded its expertise and is recognized state wide as one of the most effective units with recognition coming from the Office of the Governor and Attorney General's office. This team of highly trained individuals carries a very heavy caseload in a wide variety of crimes including computer crime, sexual assault, white-collar crime, and most other major felony categories.

The patrol officers are on the street 24 hours a day. They actively seek out problem areas and attempt to address them during their shift. The Problem Oriented Policing (POP) Teams focus on specific problems; any day of the week they could be doing selective traffic enforcement, conducting criminal surveillance, or working on specialized investigations.

Additional Areas: We continue to expand our use of computers. Officers have access to units in their cruisers. We use computers throughout the building to write reports, maintain statistics and do many routine functions in a more efficient manner. In 2001 we hope to have all officers doing their reports using computer software instead of hand writing them.

"We appreciate the continued support of the Salem residents."

Chief Mac Kinnon

We were lucky enough to secure a number of grants in 2000. We acquired 5 radar units, a crime scene van (additional grant funds will be equipping it), a decoy car to catch car thieves, and a full-time intelligence analyst were just a few of the areas that have been fully funded.

During the second half of 2000 we had a management consultant assist us in improving operations. These efforts have changed the way we do business and have made a number of significant improvements in police operations. We look forward to the changes we are planning for 2001.

We appreciate the continued support of the Salem residents. I wish to express my appreciation to the Board of Selectmen, Town Manager and other town departments for their support and assistance in aiding us to achieve our mission.

Respectfully submitted,

Stephen Mac Kinnon, Chief of Police

DEPARTMENT OF PUBLIC WORKS HIGHWAY AND UTILITIES DIVISIONS

Highway Division

The year 2000 has come and gone. Much of our time focused on preparation for Salem 250th events, beginning with First Night. Planning emergency snow removal strategies, with the Police and Fire Departments, for First Night activities and the anticipated crowds was quite involved. Our general winter activities were time consuming with many storms of minor accumulations. Rick Russell, Operations Manager, and Wayne Kezer, Highway Foreman, spent many hours managing sanding, salting, and plowing operations.

Preparation of “the Salem Common” and Pine Grove Cemetery for Memorial Day and other 250th activities was enhanced this year with the help of many volunteers and donations. The employees of the Parks and Property Section of the department spent many hours in the preparation of all the buildings and grounds. The implementation of our own turf management program and an irrigation system at the common, which was donated by Nassar Landscaping, provided a lush lawn for all the activities. The new gazebo was completed by the Salem Contractor’s Association in the Spring. The results were well recognized and appreciated. Installation of 100 Buntings for the 250th and assisting in the preparation of both July 4th and the “Parade” activities all seemed to have gone smoothly, as we look back on these efforts today.

Our turf management program focused on Michelle Park and in particular the soccer field. Applications of seed, fertilizer, and lime designed specifically for this athletic field coupled with help from Mother Nature in the form of rain showed tremendous results. The Salem Youth Soccer Association was cooperative in reducing the use of this field in 2000 and allowing the new grass plantings to take hold. The program will continue in 2001 with even greater expectations. An irrigation system was installed in the Bergeron Field by Salem Youth Baseball Association and new dugouts were built at the 90ft field. This recreation facility continues to grow in quality.

Roadway maintenance continued with catch basin repairs, drainage improvements, paving, and roadside work. Maintaining the 374 miles of roadway and protecting our investment requires many hours of effort by the Highway Division. Traffic volumes continue to increase and the need to improve our capabilities to manage these volumes is clear. Traffic signal coordination efforts have been undertaken on South Broadway at two locations with additional work scheduled for 2001. Pelham Rd signal coordination is scheduled for 2001 in conjunction with the reconstruction of Pelham Rd in the Exit 2 area. All this work is being performed with the long-term goal of a fully integrated traffic signal management program.

Our present equipment and vehicle fleet is in excellent condition as a result of an effective replacement program started several years ago. The

“Preparation of “the Salem Common” and Pine Grove Cemetery for Memorial Day and other 250th activities was enhanced this year with the help of many volunteers and donations.”

Rodney Bartlett

value of this program comes forward during the winter months and emergency operations when down time of equipment and vehicles can be devastating to the operation. The department's mechanics maintain over 70 pieces of equipment throughout the year.

During the year 2000 more than 10,000 tons of refuse was processed through the transfer station on Shannon Rd. The old construction and demolition debris (C&D) landfill was closed and C&D operation at the transfer station has performed adequately. We are looking to improve this part of our operation, along with the metals area, to make them more user friendly and accessible.

Utilities Division

The year 2000 turned out to be cool and wet, especially in the spring and summer months. Water levels on the Town's lakes remained high throughout the year. Outdoor water use was down dramatically from the dry summer of 1999 and water production numbers dropped accordingly.

Total water treated for the year was 809,071,046 gallons. Arlington Pond was utilized from January through May for a total of 302,471,069 gallons. Canobie Lake was utilized from June through December for a total of 506,599,977.

Salem water again met all Federal and State guidelines for water quality as outlined in the Consumer Confidence Reports, which went out in May. No Maximum Contaminant Levels (MCLs) were exceeded and no coliform bacteria were detected in the distribution system.

A Consumer Confidence Report for 2000 will be mailed to all customers in May 2001. Round Four of Lead and Copper tests from 30 businesses and residences in town were completed. We are again in compliance and have achieved yet a further reduction in levels. Water filtered at the Canobie Lake Water Treatment Facility is monitored by instruments on a constant basis and tested by treatment operators throughout the day. Filtered water is tested from 20 different locations through the distribution system biweekly.

The Utilities Division participated in a multi-agency Autumn Drawdown test of Arlington Pond and the Spicket River. This test, held in conjunction with the State of New Hampshire and the Commonwealth of Massachusetts, neighboring towns and the United States Geological Survey, will be used in developing a more accurate flood profile of the Spicket River. As part of the test, two permanent gauging stations one at Cowbell Corners, and the other at Hampshire Rd. were installed. These stations record river height, flow and precipitation and can be readily accessed through the Internet. These two stations are sure to prove themselves invaluable in forecasting and dealing with floods, which have for so long plagued the town.

The major distribution work done this year consisted of upgrading the distribution network in the vicinity of the Howard St. Water Tower. New valves and pipe were installed along Howard St. from Millville St. to Charles St. An undersized 6" water main installed in the 1920's was replaced with new 12" ductile iron main. Old, worn valves were replaced with new

ones, which will enable an easier shutdown of the Howard St Water Tower. This new configuration will allow for a better flow into and out of the Water Tower. In addition, major work was completed on a section of Hampshire St. This work entailed the abandonment of an old water main and tying over of services to an existing newer main.

We repaired 26 broken water mains, including a major 12-inch main on Pelham Rd. that broke under the northbound onramp to Rte. 93. The entire distribution system was flushed. All 780 fire hydrants were inspected greased and flowed. Repairs to the hydrants were minimal, with only 6 needing to be disassembled for repair. Six two-inch blow offs were installed on dead end mains off of Millville St. and North Policy St. during the Neighborhood Road Program. These blow offs allow for flushing on these dead end mains, which will result in better water quality.

Inspection and repair of the cathodic protection system at the Howard St. Water Tower was completed. Many inspections and tests of water lines to new subdivisions and buildings were also completed this past year.

Activities for the meter section were as follows

Calibration Readings	207	Meter updates	200
Certificate of Occupancy	69	New services	69
Final readings	356	Pool permits	108
Freeze ups	24	Remove readout	39
High / Low Consumption	59	Meter repairs	72
Readout repair	275	Reread meter	796
Shut offs	93	Turn ons	87
Pressure investigations	17	Miscellaneous	54

In addition, all 5,852 residential meters are read quarterly and all 810 commercial meters are read monthly. Over 1,258 Backflow Prevention Device Tests were performed throughout the distribution system to insure that finished water quality is maintained.

The Division participated further in the Sanitary Sewer Evaluation Study. The purpose of this study is to locate sources of rainwater and groundwater that find their way into the sanitary sewer system. Repairs to leaking manholes on Northwestern Drive were completed to stop infiltration of rainwater and groundwater into the sanitary sewer system. Significant repairs were also made to a broken sewer main on Garabedian Drive. These repairs will also be beneficial in cutting down on infiltration. In addition, 56 miles of sewer trunk lines, 1,585 sewer manholes and ten sewer lift stations are maintained. These lift stations are a very important link in our system. Their daily maintenance and operation are of great importance.

We wish to thank all Highway and Utilities Division employees of the DPW for their professionalism and sense of duty over the past year. Their hard work and vigilance in responding to customer emergencies such as snow storms, flooding, frozen water services, sewer backups and water main failures really makes a difference to our customers and all residents and

businesses of Salem. These emergencies occur at all hours of the day and night, on weekends and holidays and in very severe weather conditions. Their efforts are greatly appreciated.

Respectfully submitted,

Rodney A. Bartlett, Director
M. Joseph Geary, Utilities Manager
Richard Russell, Operations Manager

RECREATION DEPARTMENT

The Recreation Department's mission is to develop, provide and maintain recreational program facilities and leisure resources for the citizens and visitors of the community. Furthermore, we are here to provide for efficient, fair and equitable use of programs and facilities for the enjoyment for all who make up our diverse community.

The Recreation Department offers a variety of activities and special events for all ages. Instructional programs range from youth art classes, karate, swimming lessons, tennis lessons to adult yoga, CPR courses and Open Gym programs. Special events such as the Halloween Costume party for young children which had more than 300 in attendance plus the grand July 4th Celebration that was cosponsored by the 250 Celebration Committee was successful. Some of the July 4th activities included carnival rides and lots of food plus a spectacular fireworks display that lasted more than 20 minutes. Our thanks go out to everyone who helped plan this great celebration.

Hedgehog Park, the only Town beach, is located on Route 38, Lowell Road. Swimming lessons will be offered again during the Summer of 2001. This popular summertime swim area is used daily throughout the summer months from May through August for swimming. Horseshoe pits were improved and were used by families and individuals. It is the Recreation Department's goal to replace the playground equipment in the park during the coming year.

A Facility Request Form must be submitted to the Salem Recreation Department by all individuals, businesses and organizations who is interested in using the Town of Salem's ballfields, including the School ballfields and beach facilities during the summer months. This form needs to be at the Recreation Department at least two weeks prior to the requested date of the use of the facility. This permit form can be obtained from the Recreation Department. All permit applications must be completed by an adult who is 18 years of age or older. Permits will be issued or denied depending on the availability of the facility being requested.

The Palmer School experienced a few changes at the school. Lori DiCiccio, a Preschool Aid at the Palmer School, is now a stay-at-home mom with her new daughter. The Recreation Department replaced Lori with Carol Merkle and is very fortunate to have her on board. We would like to extend our thanks to Lori for doing a great job at the school.

The Recreation Department and the Field of Dreams, Inc. continue their partnership. The Recreation Department will continue to schedule all activities for the Field of Dreams except for the concerts. If any organization, business or individual who is interested in scheduling an activity at the Field of Dreams, please contact the Salem Recreation Department to schedule your activity.

If you have a skill or hobby that you would like to share or an idea for a new program or ways to improve our existing program, please stop in at the Recreation Department or give us a call and we will be more than happy to discuss your ideas with you.

I would like to thank all of the following Recreation Department's employees who have contributed to the success of the Recreation Department: the Palmer School staff, the playground staff, the special need coaches, the many volunteers, the Recreation Department Secretary, Jeanine Bannon, the Parks and Property Department plus the Public Works Department for all their work completed for us.

"I would like to extend my appreciation and thanks to everyone who participated in our programs and special events for the year 2000. With your assistance and help, we were able to offer an extensive range of programs. "

Julie Kamal

The Recreation Department was very active in the planning and implementing of the various events that took place during the 250th Celebration throughout the year 2000. I personally would like to thank Chuck Morse, State Representative, for all his hard work and dedication with the 250th Celebration events.

In conclusion, I would like to extend my appreciation and thanks to everyone who participated in our programs and special events for the year 2000. With your assistance and help, we were able to offer an extensive range of programs. The Recreation Department is looking forward to serving the community with programs and special events in the coming year.

Respectfully submitted,

Julie Kamal, Recreation Director

TAX COLLECTOR

As I sit in my office preparing this annual report, it is difficult to believe that another year has passed by so quickly. Where did the time go? Time seems to keep marching on whether we want it to or not. Any way, enough about time.... I believe I have digressed enough.

It is my pleasure to serve as Tax Collector for the Town of Salem. The office of the Tax Collector is responsible for collecting revenue for property taxes; resident taxes; yield, excavation activity and current use taxes; Town utility fees and all permits and fees issued by other Town departments. Collecting revenue, as well as responding to inquiries from banks, mortgage companies, attorney's offices and the general public in a courteous and timely manner are major departmental responsibilities.

The year 2000 was challenging for our department. The town completed a town-wide revaluation of property; the first revaluation since 1980. The 2000 Property Tax rate of \$18.93 per thousand of assessed valuation was a decrease of \$30.65 per thousand from the 1999 Property Tax rate. However, the assessed value that appeared on the bill issued in October reflected the new assessment of 100% of the value of the property as opposed to the 38% from 1999. These changes caused consternation to many taxpayers who did not understand the revaluation process and the effect it had on the tax rate. This resulted in numerous inquiries by the public for explanations regarding what had transpired over the past year.

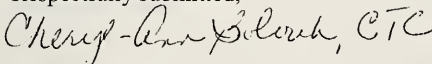
"I enjoy working for and with the people in the community and serving the people who live and have business to conduct in the Town of Salem."

Cheryl Bolouk

I enjoy working for and with the people in the community and serving the people who live and have business to conduct in the Town of Salem. I was first elected Tax Collector in 1996 and re-elected in 1999. I look forward to many years of service to the community.

I would like to take this opportunity to express my sincere thanks to bookkeeper Betty Oldeman for her dependability and accuracy in our record keeping and Deputy Tax Collector Patricia Carter for her dedication in serving the public.

Respectfully submitted,



Cheryl-Ann Bolouk, CTC, Tax Collector

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31 2000

MS-61

DR.	2000	***ON LEVIES OF***		PRIOR
		1999	1998	
UNCOLLECTED TAXES				
- BEG. OF YEAR:				
Property Taxes	xxxxxxxxxxxx	1,224,876		
Resident Taxes	xxxxxxxxxxxx	28,220	8,940	
Land Use Change	xxxxxxxxxxxx			
Yield Taxes	xxxxxxxxxxxx			
Utilities	xxxxxxxxxxxx	400,292		
Excavation	xxxxxxxxxxxx			
TAXES COMMITTED				
- THIS YEAR				
Property Taxes	43,093,779		xxxxxxxxxx	xxxxxxxxxx
Resident Taxes	206,750	2,660	xxxxxxxxxx	xxxxxxxxxx
Land Use Change	379,850		xxxxxxxxxx	xxxxxxxxxx
Yield Taxes		1,034	xxxxxxxxxx	xxxxxxxxxx
Utilities	3,958,867		xxxxxxxxxx	xxxxxxxxxx
Excavation	1,514			
OVERPAYMENT:				
Property Taxes	136,820	3,169		
Resident Taxes				
Land Use Change	21,600			
Yield Taxes				
Interest Collected				
On Delinquent Tax	41,825	65,020		
Collected Resident				
Tax Penalties	363	1,345	79	
TOTAL DEBITS	<u>47,841,368</u>	<u>1,726,616</u>	<u>9,019</u>	<u>0</u>

TAX COLLECTOR'S REPORT**FOR THE MUNICIPALITY OF SALEM, NH****YEAR ENDING DECEMBER 31 2000****MS-61**

CR.	***ON LEVIES OF***			
	2000	1999	1998	PRIOR
REMITTED TO TREASURER DURING FY:				
Property Taxes	41,681,091	1,227,103		
Resident Taxes	170,270	13,450	790	
Land Use Change	270,250			
Yield Taxes		1,034		
Utilities	3,396,184	400,292		
Interest	41,825	65,020		
Penalties	363	1,345	79	
Conversion to Lien				
Excavation	1,514			
DISCOUNTS ALLOWED:				
ABATEMENTS MADE:				
Property Taxes	18,352	942		
Resident Taxes	11,120	9,800	8,150	
Land Use Change	43,200			
Yield Taxes				
Utilities	136,825			
Current Levy Deeded				
UNCOLLECTED TAXES - END OF YEAR:				
Property Taxes	1,531,156			
Resident Taxes	25,360	7,630		
Land Use Change	88,000			
Yield Taxes				
Utilities	425,858			
TOTAL CREDITS	47,841,368	1,726,616	9,019	0

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31 2000

MS-61

DR.	***ON LEVIES OF***			PRIOR
	1999	1998	1997	
Unredeemed Liens - Bal. at Beg. of Fiscal Yr.		275,474	177,122	10,597
Liens Executed - During Fiscal Yr.	503,936			
Interest & Costs - Coll. After Lien Execution	21,019	33,119	55,178	853
Overpayments	82	10		
TOTAL DEBITS	525,037	308,603	232,300	11,450
CR.				
REMITTANCE TO TREASURER				
Redemptions	221,835	130,283	167,743	696
Int./Costs (After Lien Execution)	21,019	33,119	55,178	853
Abatements of Unredeemed Taxes	18			
Liens Deeded To Municipalities	790	499	798	
Unredeemed Liens - Bal. End of Year	281,375	144,702	8,581	9,901
TOTAL CREDITS	525,037	308,603	232,300	11,450

TAX COLLECTOR'S SIGNATURE Cheryl Ann Solerik, CTC DATE: 1/16/01

TOWN CLERK

The Town Clerk's office was very busy in 2000. Our total gross revenue for Town Clerk functions was over \$4,289,000, an increase from 1999 revenue of over \$350,000.

Clerks from both the tax office and the town clerk's office are cross-trained to perform most of the functions of both offices. The clerks register and title motor vehicles, license dogs, sell landfill permits, accept payments for both resident and property tax bills, water and sewer bills, recreation fees, building permits and other miscellaneous collections. This "one stop shopping" has worked very well for both the clerks and for the residents of Salem.

"Clerks from both the tax office and the town clerk's office are cross-trained to perform most of the functions of both offices. This 'one-stop shopping' has worked very well for both the clerks and for the residents of Salem."

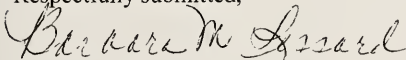
Barbara Lessard

The full time combined collection clerks are Patricia Carter and Jacqueline Delaney. The two part time clerks are Mary Ann Bell and Susan Wall. I would like to thank them for their cooperation and great effort in making the Collections Department a success; they are assets to the Town of Salem. These clerks work under the supervision and direction of both the Town Clerk and the Tax Collector.

The Deputy Town Clerk Mary Fawcett and I continue to perform all the other functions of the Town Clerk which include marriage licenses, vital statistics, town records, voter registration applications and information, elections, UCC's, IRS and other liens and attachments, dredge and fill applications, pole permits, Articles of Agreement (non-profit filings), oaths of office and Sheriff's writs. We also are available to help in the collections department when needed and continue to do the bookkeeping duties of the Town Clerk's office, which maintains accounting of its own revenue.

For the eighth year in a row, the Town Clerk's office had a large increase in revenue. This increase of over \$350,000 was mostly in motor vehicle tax, although there was also a large increase in certified copy fees. In September of 1998, the State of New Hampshire increased the cost of certified copies and they also discontinued the issuance of complimentary certified copies of marriage licenses to the newly married. This is the main reason for the large increase in that line item. Other revenues are shown in the statistical report of the Town Clerk, almost all of which show an increase over 1999.

Respectfully submitted,



Barbara M. Lessard, Town Clerk

RECEIPTS - 2000

Automobile Tax Permits	\$4,188,546.00
2000 (34,220)	
Title Fees	14,486.00
Marriage License Fees*	24,054.00
Certified Copy Fees**	16,052.00
Dog License Fees***	
2000 (3,385)	23,183.50
Elections	400.00
Uniform Commercial Code & Other Liens	16,613.25
Collection Fee	620.00
Filing Fees	44.00
Recording Fees	25.50
Legal Fees - Dogs	4,350.00
Dredge & Fill Applications	180.00
Pole Permits	110.00
Postage	120.14
Miscellaneous Receipts	<u>267.00</u>
Gross Receipts Remitted to the Treasurer	\$4,289,051.39

*Less Remittance to State of NH for Marriage License Fees (24,054.00)

**Less Remittance to State of NH for Certified Copy Fees (10,543.00)

(1021 copies @ \$8.00 ea. = \$8,168.00)

(475 copies @ \$5.00 ea. = \$2,375.00)

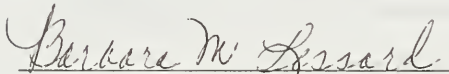
***Less Remittance to State of NH for Dog License Fees (1,692.50)

(3,385 Licenses @ .50 ea. - \$1,692.50)

***Less Remittance to State of NH for Animal Population Control Fees (6,278.00)

(3,139 Licenses @ \$2.00 ea - \$6,278.00)

Net Revenue to the Town \$4,246,483.89



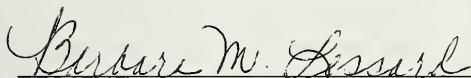
Barbara M. Lessard, Town Clerk, Salem NH

TOWN CLERK

Vital Statistics --2000

Recorded in Town Clerk's Office:

Marriages (filed in Salem)	633
Marriages (married in Salem)	406
Births (Born in Salem)	0
Deaths	
Salem Residents--Died in Salem	68
Salem Residents--Died in other towns	61
Non-Residents---Died in Salem	19
Non-Residents----Buried in Salem	23



Barbara M. Lessard, Town Clerk, Salem NH

SALEM DISTRICT COURT

The Salem District Court caseload has increased over the last two years to the point where the court now handles 129% of a full-time court caseload. Unfortunately, with required budget reductions by all state agencies, we have had no new clerical positions allocated to us for many years, and currently operate with a staff shortage that is only addressed by present staff doing the work of more people while, at the same time, serving the public in an efficient and courteous manner. It is not at all unusual to find staff members working before and after regular hours or on a Saturday morning, time for which they receive no compensation. I take this opportunity to express my sincere thanks to them for their conscientiousness and dedication.

The Salem Family Division, now in its fifth year of operations, continues to handle marital, juvenile and related cases. The legislature voted overwhelmingly to expand this very successful program to at least two more counties during the current biennium, only to have that vote vetoed by the Governor due to funding issues. Those of us involved with the program were sorry to learn of this veto, but hope the legislature will be able to address the funding issues in this session and, possibly, begin to expand the Family Division. The juvenile diversion program continues to work well at its goal of assuring that juveniles and their families take responsibility for their offenses without the necessity of court action in every case.

An adult diversion program is being tested in both the Salem and Plaistow District Courts. This program gives minor or first time adult offenders the opportunity to avoid appearing before the court, provided the defendant complete a prescribed program of restitution for the offense. This program is not available to subsequent or serious offenders.

I would be remiss if I did not once again acknowledge the Greater Salem Council Against Domestic Violence for their continued volunteer programs on behalf of victims of domestic and family violence, as well as their operation of the Salem Visitation Center. These volunteers help make the lives of many children and families safer, healthier and happier. I would encourage anyone interested in offering assistance to contact the court for a referral to the council.

A visit to the court is always available to the public. The staff will be happy to answer any questions or to receive your comments.

Respectfully submitted,

John A. Korbey, Justice

FINANCIALS & TREASURER'S REPORT**PLODZIK & SANDERSON***Professional Association/Accountants & Auditors*193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX-224-1380*INDEPENDENT AUDITOR'S REPORT*

To the Members of the
Board of Selectmen
Town of Salem
Salem, New Hampshire

We have audited the accompanying general purpose financial statements of the Town of Salem as of and for the year ended December 31, 1999 as listed in the table of contents. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Salem as of December 31, 1999, and the results of its operations and the cash flows of its nonexpendable trust funds for the year then ended in conformity with generally accepted accounting principles.

Our audit was made for the purpose of forming an opinion on the general purpose financial statements of the Town of Salem taken as a whole. The combining and individual fund financial statements listed as schedules in the table of contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements of the Town of Salem. Such information has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion, is fairly presented in all material respects in relation to the general purpose financial statements taken as a whole.

*Plodzik & Sanderson
Professional Association*

February 25, 2000

**PLODZIK & SANDERSON***Professional Association/Accountants & Auditors*193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX-224-1380*INDEPENDENT AUDITOR'S COMMUNICATION OF
REPORTABLE CONDITIONS AND OTHER MATTERS*

To the Members of the
Board of Selectmen
Town of Salem
Salem, New Hampshire

In planning and performing our audit of the Town of Salem for the year ended December 31, 1999, we considered the Town's internal control structure in order to determine the scope of our auditing procedures for the purpose of expressing our opinion on the financial statements. Our review of these systems was not intended to provide assurance on the internal control structure and should not be relied on for that purpose.

Under the standards established by the American Institute of Certified Public Accountants, reportable conditions involve matters coming to our attention relating to significant deficiencies in the design or operation of the internal control structure that, in our judgment, could adversely affect the Town's ability to record, process, summarize, and report financial data consistent with the assertions of management in the financial statements. A material weakness is a reportable condition in which the design or operation of one or more of the internal control structure elements does not reduce to a relatively low level the risk that errors or irregularities, in amounts that would be material in relation to the financial statements being audited, may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. Our consideration of the internal control structure would not necessarily disclose all matters in the internal control structure that might constitute reportable conditions and, accordingly, would not necessarily disclose all reportable conditions that are also considered to be material weaknesses as defined above.

We are pleased to report that, during the course of our review of internal controls, no material weaknesses in the Town's accounting systems and records were identified. Minor weaknesses or other considerations coming to our attention were generally procedural in nature and dealt with administrative or recordkeeping practices. In these instances, we made specific recommendations or provided instruction to applicable individuals during the course of our audit fieldwork.

This report is intended solely for the information and use of management and others within the administration. This restriction is not intended to limit distribution of this report, which is a matter of public record.

February 25, 2000

*Plodzik & Sanderson
Professional Association*

**ALL GOVERNMENTAL FUNDS
COMBINED BALANCE SHEET**
December 31, 2000 (unaudited)

	General Fund	Special Revenue Funds	Capital Projects Fund	Total
<u>Assets</u>				
Cash and Equivalents	\$17,424,632	\$2,291,579	\$534,964	\$20,251,176
Receivables (Net of Allowances)				
Taxes	1,796,325			1,796,325
Accounts	309,597	564,281		873,878
Special Assessments		2,259,038		2,259,038
Intergovernmental	70,142		23,879	94,021
Interfund Receivable	20,466	44,000		64,466
Welfare Liens	239,145			239,145
Welfare Liens Reserved Until Colle	(239,145)			(239,145)
Container Deposits	250	1,080		1,330
Prepaid Items	121,093			121,093
Total Assets	\$19,742,505	\$5,159,978	\$558,843	\$25,461,326
<u>Liabilities and Fund Balances</u>				
<u>Liabilities</u>				
Accounts Payable	\$332,761	\$35,503	\$4,589	\$372,852
Accrued Payroll and Benefits	309,135	24,454		333,589
Contracts Payable		1,888		1,888
Retainage Payable			19,666	19,666
Intergovernmental Payables	11,764,779			11,764,779
Interfund Payables	44,000	130,535	19,291	193,825
Deferred Revenues	15,000	2,249,112		2,264,112
Total Liabilities	12,465,675	2,441,491	43,545	14,950,712
<u>Fund Balances</u>				
Reserved for Contingency	200,000			200,000
Reserved for Encumbrances	1,000,313	67,829	131,002	1,199,144
Reserved for Special Purposes			384,295	384,295
Unreserved				
Designated for Special Purpose	400,000	2,650,658		3,050,658
Undesignated	5,676,516			5,676,516
Total Fund Balances	7,276,830	2,718,487	515,297	10,510,614
Total Liabilities and Fund Balances	\$19,742,505	\$5,159,978	\$558,843	\$25,461,326

**SPECIAL REVENUE FUNDS
COMBINING BALANCE SHEET**
December 31, 2000 (unaudited)

	Sewer Fund	Water Fund	All Others	Total
Cash and Equivalents	\$1,350,069	\$689,839	\$251,671	\$2,291,579
Receivables (Net of Allowances)				
Accounts	176,968	245,589	141,724	564,281
Special Assessments	2,128,562	130,476		2,259,038
Interfund Receivable			44,000	44,000
Container Deposits		1,080		1,080
Total Assets	\$3,655,599	\$1,066,984	\$437,395	\$5,159,978
Accounts Payable	\$11,124	\$24,011	\$368	\$35,503
Accrued Payroll and Benefits	3,370	9,895	11,189	24,454
Contracts Payable		1,888		1,888
Interfund Payable			130,535	130,535
Deferred Revenues	2,117,090	132,022		2,249,112
Total Liabilities	2,131,584	167,815	142,092	2,441,491
Reserved for Encumbrances	41,019	26,810		67,829
Unreserved				
Designated for Special Purposes	1,482,997	872,359	295,302	2,650,658
Total Fund Balances	1,524,015	899,169	295,302	2,718,487
Total Liabilities and Fund Balances	\$3,655,599	\$1,066,984	\$437,395	\$5,159,978

**CAPITAL PROJECTS FUND
COMBINING BALANCE SHEET
December 31, 2000 (unaudited)**

	Water Treatment Plant	Arlington Pipeline	Water Tower	Canbie Water/Sewer	Project Impact Grant	Flood Hazard Mitigation Grant	Unappropriated Income	Total
Assets								
Cash and Equivalents	\$159,274	\$266,182	\$12,324	\$40,011	\$0	\$0	\$57,173	\$534,964
Intergovernmental Receivable					17,371	6,508		23,879
Total Assets	<u>\$159,274</u>	<u>\$266,182</u>	<u>\$12,324</u>	<u>\$40,011</u>	<u>\$17,371</u>	<u>\$6,508</u>	<u>\$57,173</u>	<u>\$558,843</u>
Liabilities and Fund Balances								
Liabilities								
Accounts Payable	\$0	\$0	\$0	\$0	\$4,589	\$0	\$0	\$4,589
Retainage Payable				19,666				19,666
Interfund Payable					12,782	6,509		19,291
Total Liabilities	<u>0</u>	<u>0</u>	<u>0</u>	<u>19,666</u>	<u>17,371</u>	<u>6,509</u>	<u>0</u>	<u>43,545</u>
Fund Balances								
Reserved for Encumbrances	27,322				67,271	36,409		131,002
Reserved for Special Purposes	131,951	266,182	12,324	20,345	(67,271)	(36,409)	57,173	384,295
Total Fund Balances	<u>159,274</u>	<u>266,182</u>	<u>12,324</u>	<u>20,345</u>	<u></u>	<u></u>	<u>57,173</u>	<u>515,297</u>
Total Liabilities and Fund Balances	<u>\$159,274</u>	<u>\$266,182</u>	<u>\$12,324</u>	<u>\$40,011</u>	<u>\$17,371</u>	<u>\$6,509</u>	<u>\$57,173</u>	<u>\$558,843</u>

GENERAL FUND
STATEMENT OF CHANGES IN UNRESERVED - UNDESIGNATED FUND BALANCE
For the Fiscal Year Ended December 31, 2000 (unaudited)

Unreserved - Undesignated Fund Balance - January 1		\$5,008,718
<u>Deductions</u>		
Unreserved Fund Balance Used to		
Reduce 2000 Tax Rate	(800,000)	
Increase in Reserve for Contingency	(69,200)	
Designated for Special Purposes	<u>(400,000)</u>	
Total Deductions		(1,269,200)
<u>Additions</u>		
2000 Budget Summary		
Revenue Surplus	1,855,042	
Unexpended Balance of Appropriations	<u>81,956</u>	
Total Additions		<u>1,936,998</u>
Unreserved - Undesignated Fund Balance - December 31		<u><u>\$5,676,516</u></u>

GENERAL FUND
STATEMENT OF ESTIMATED AND ACTUAL REVENUES
For the Fiscal Year Ended December 31, 2000 (unaudited)

	Estimated	Actual	Over (Under) Budget
<u>Taxes</u>			
Property	\$41,994,781	\$42,963,365	\$968,584
Land Use Change	121,225	231,555	110,330
Resident	209,630	209,410	(220)
Yield	1,034	1,034	
Excavation Activity	2,000	1,514	(486)
Payment in Lieu of Taxes	34,000	38,642	4,642
Boat	11,627	11,682	55
Interest and Penalties on Taxes	192,284	220,674	28,390
Total Taxes	<u>42,566,581</u>	<u>43,677,875</u>	<u>1,111,294</u>
<u>Licenses and Permits</u>			
Business Licenses, Permits and Fees	191,810	195,260	3,450
Motor Vehicle Permit Fees	3,800,000	4,199,879	399,879
Building Permits	158,500	198,561	40,061
Other Licenses, Permits and Fees	112,000	122,786	10,786
Total Licenses and Permits	<u>4,262,310</u>	<u>4,716,486</u>	<u>454,176</u>
<u>Intergovernmental Revenues - State</u>			
Shared Revenue	371,516	371,516	
Rooms & Meals Tax	638,863	638,863	
Highway Block Grant	431,694	431,694	
Water Pollution Grants	19,711	19,711	
Other Reimbursements	8,955	8,772	(183)
Other Governments	181,076	161,128	(19,948)
Total Intergovernmental Revenues	<u>1,651,815</u>	<u>1,631,684</u>	<u>(20,132)</u>
<u>Charges for Services</u>			
Income from Departments	831,362	936,293	104,931
<u>Miscellaneous Revenues</u>			
Sale of Municipal Property	30,000	34,827	4,827
Interest on Investments	468,000	606,981	138,981
Rent of Property	322,469	341,836	19,367
Fines and Forfeits	7,000	8,559	1,559
Insurance Dividends and Reimbursements	278,579	301,644	23,065
Other	19,200	20,755	1,555
Total Miscellaneous Revenues	<u>1,125,248</u>	<u>1,314,602</u>	<u>189,354</u>
<u>Other Financing Sources</u>			
<u>Operating Transfers In - Interfund Transfers</u>			
Special Revenue Funds	175,876	191,294	15,418
Total Revenues and Other Financing Sources	50,613,192	<u>\$52,468,234</u>	<u>\$1,855,042</u>
Unreserved Fund Balance Used	<u>800,000</u>		
Total Revenues, Other Financing Sources and Use of Fund Balance	<u>\$51,413,192</u>		

GENERAL FUND
STATEMENT OF APPROPRIATIONS, EXPENDITURES AND ENCUMBRANCES
 For the Fiscal Year Ended December 31, 2000 (unaudited)

	Encumbered From 1999	Appropriations 2000	Expenditures Net of Refunds	Encumbered To 2001	(Over) Under Budget
<u>General Government</u>					
Executive		\$250,246	\$251,187		(\$2,941)
Election, Registration and Vital Statistics	185	198,562	203,697		(4,950)
Financial Administration	24	1,110,012	1,063,825	1,434	44,778
Legal Expenses		89,000	109,710		(20,710)
Personnel Administration	12	471,078	675,678	925	(205,513)
Planning and Zoning	3,012	384,702	342,297	41,860	3,557
General Government Buildings	627	211,957	200,988	12,000	(404)
Cemeteries	104	261,505	264,814		(3,205)
Insurance, not otherwise allocated	2,157	207,595	196,590	3,283	9,879
Other	4,825	312,663	314,691	1,759	1,038
Total General Government	10,946	3,497,320	3,625,476	61,261	(178,471)
<u>Public Safety</u>					
Police Department	9,293	5,157,534	5,273,336	7,428	(113,937)
Fire Department	18,797	4,744,223	4,589,717	32,349	140,954
Building Inspection	36	221,609	216,002		5,643
Total Public Safety	28,126	10,123,366	10,079,054	39,777	32,661
<u>Highways and Streets</u>					
Administration		301,339	295,924	300	5,115
Highways and Streets	7,298	1,701,217	1,639,676	2,866	65,974
Street Lighting		360,577	319,479	31,145	9,953
Total Highways and Streets	7,298	2,363,133	2,255,078	34,311	81,042
<u>Sanitation</u>					
Solid Waste Disposal		981,658	1,030,122	200	(48,664)
Solid Waste Clean-up	153,276	412,040	466,568	90,358	8,349
Total Sanitation	153,276	1,393,658	1,496,691	90,558	(40,315)
<u>Health</u>					
Administration	124	84,978	84,405		697
Animal Control	6	68,617	70,177	250	(1,804)
Total Health	130	153,595	154,581	250	(1,106)

87

WATER FUND
STATEMENT OF ESTIMATED AND ACTUAL REVENUES
For the Fiscal Year Ended December 31, 2000 (unaudited)

<u>Revenues</u>	Estimated	Actual	Over (Under) Budget
Intergovernmental Revenues	\$65,295	\$151,993	\$86,698
Charges for Services	1,906,839	2,127,523	220,684
Miscellaneous Revenues	22,656	33,490	10,834
Total Revenues and Other Financing Sources	<u>\$1,994,790</u>	<u>\$2,313,006</u>	<u>\$318,216</u>

WATER FUND
STATEMENT OF APPROPRIATIONS, EXPENDITURES AND ENCUMBRANCES
For the Fiscal Year Ended December 31, 2000 (unaudited)

<u>Expenditures</u>	Encumbered From 1999	Appropriations 2000	Expenditures Net of Refunds	Encumbered To 2000	(Over) Under Budget
Personnel Services		\$533,565	\$524,546		\$9,019
Supplies		18,900	20,747		(1,847)
Other Charges	6,655	530,351	524,684	4,841	7,481
Debt Service		874,974	873,462		1,512
Capital Improvements		37,000	95	21,969	14,936
Operating Transfers Out		225,000	225,000		
Total Appropriations, Expenditures and Encumbrances	<u>\$6,655</u>	<u>\$2,219,790</u>	<u>\$2,168,533</u>	<u>\$26,810</u>	<u>\$31,102</u>

SEWER FUND
STATEMENT OF ESTIMATED AND ACTUAL REVENUES
For the Fiscal Year Ended December 31, 2000 (unaudited)

	Estimated	Actual	Over (Under) Budget
<u>Revenues</u>			
Intergovernmental Revenues	\$36,380	\$36,380	
Charges for Services	1,776,687	1,779,080	\$2,393
Miscellaneous Revenues	40,000	220,419	180,419
<u>Other Financing Sources</u>			
Operating Transfers In - Interfund Transfers	42,156	42,156	
Special Revenue Funds			
Total Revenues and Other Financing Sources	<u>\$1,895,223</u>	<u>\$2,078,035</u>	<u>\$182,812</u>

SEWER FUND
STATEMENT OF APPROPRIATIONS, EXPENDITURES AND ENCUMBRANCES
For the Fiscal Year Ended December 31, 2000 (unaudited)

	Appropriations 2000	Encumbered From 1999	Expenditures Net of Refunds	Encumbered To 2001	(Over) Under Budget
<u>Expenditures</u>					
Personnel Services	\$160,193		\$172,478		(\$12,285)
Supplies	5,215		5,272		(57)
Other Charges	953,647	12,376	984,010	28,155	(46,142)
Debt Service	714,168		714,563		1,605
Special Articles	60,000	54,250	101,356	12,864	30
Total Appropriations, Expenditures and Encumbrances	<u>\$1,895,223</u>	<u>\$66,626</u>	<u>\$1,977,678</u>	<u>\$41,019</u>	<u>(\$56,848)</u>

**STATEMENT OF TOWN DEBT
FOR THE YEAR ENDING DECEMBER 31, 2000**

ISSUE DATE	AMOUNT ORIGINAL ISSUE	INTEREST RATE	FINAL PAYMENT	1/1/00 OUTSTANDING DEBT	RETIRED DURING YEAR	NEW ISSUES	OUTSTANDING PRINCIPAL 12/31/00	PRINCIPAL DUE 2001	PAYMENTS SUBSEQUENT YEARS
<u>Water Bonds</u>									
1985	600,000	9.20	03/01/05	178,483	34,412		144,071	33,970	110,101
1986	1,250,000	6.80	07/15/01	160,000	80,000		80,000	80,000	
1987	92,782	7.40	01/15/08	44,782	3,400		41,382	3,400	37,982
1990	250,000	6.90	07/15/00	25,000	25,000				
1994	4,500,000	5.83	05/15/14	3,375,000	225,000		3,150,000	225,000	2,925,000
1996	2,900,000	5.71/26	08/15/16	2,660,000	95,000		2,565,000	100,000	2,465,000
1998	1,023,000	4.822	08/15/13	975,000	50,000		925,000	55,000	870,000
1998	324,579	4.916	08/15/18	316,080	11,200		304,880	11,200	293,680
	<u>10,940,361</u>			<u>7,734,345</u>	<u>524,012</u>		<u>7,210,333</u>	<u>508,570</u>	<u>6,701,763</u>
<u>Sewer Bonds</u>									
1985	6,200,000	9.20	03/01/05	1,841,517	355,588		1,485,929	351,030	1,134,899
• 1987	2,207,218	7.08	01/15/08	965,218	111,600		853,618	111,600	742,018
1998	845,775	4.916	08/15/18	823,920	28,800		795,120	28,800	766,320
	<u>9,252,993</u>			<u>3,630,655</u>	<u>495,988</u>		<u>3,134,667</u>	<u>491,430</u>	<u>2,641,237</u>
<u>Municipal Bonds</u>									
1995	980,000	5.2483	08/15/05	580,000	100,000		480,000	100,000	380,000
1995	325,000	5.2469	08/15/00	65,000	65,000				
	<u>1,305,000</u>			<u>645,000</u>	<u>165,000</u>		<u>480,000</u>	<u>100,000</u>	<u>380,000</u>
<u>Highway Bonds</u>									
1994	1,650,000	5.43	08/15/04	825,000	165,000		660,000	165,000	495,000
	<u>1,650,000</u>			<u>825,000</u>	<u>165,000</u>		<u>660,000</u>	<u>165,000</u>	<u>495,000</u>
TOTALS	<u>21,148,354</u>			<u>12,835,000</u>	<u>1,350,000</u>		<u>11,485,000</u>	<u>1,265,000</u>	<u>10,220,000</u>

* Partial or full payments of principal and interest guaranteed by State of New Hampshire.

SUMMARY OF TAXES AND ASSESSED VALUATION
1996-2000

	1996	1997	1998	1999	2000
Total Town Appropriations	\$28,762,324	\$27,170,663	\$29,675,423	\$30,237,948	\$28,249,060
Total Revenues and Credits	(15,645,758)	(12,936,801)	(14,973,565)	(15,564,224)	(13,122,099)
Special Adjustment		(19,433)		44,626	
Net Town Appropriations	13,116,566	14,214,429	14,701,858	14,718,350	15,126,961
Net School Tax Assessment	22,811,300	23,813,042	25,620,593	10,829,576	11,774,234
State Education Taxes				13,446,263	13,446,263
County Tax Assessment	2,418,548	2,323,956	2,200,683	2,214,251	2,571,299
Total Town, School and County	38,346,414	40,351,427	42,523,134	41,208,440	42,918,757
Business Profits Tax Reimbursement	(551,947)	(563,982)	(574,071)	(188,295)	(188,295)
War Service Credits	193,100	192,900	193,100	188,400	184,400
Overlay	253,108	246,942	254,382	252,805	293,176
Property Taxes to be Raised	\$38,240,675	\$40,227,287	\$42,396,545	\$41,461,350	\$43,208,038
Net Assessed Valuation	\$797,178,960	\$805,189,910	\$822,435,410	\$839,140,610	\$2,289,889,400 (1)
Tax Rate	\$47.97	\$49.96	\$51.55	\$49.58	\$18.93 (1)

(1) Revaluation occurred in 2000

FIXED ASSET GROUP OF ACCOUNTS

December 31, 2000 (unaudited)

	<u>Beginning of Year</u>	<u>End of Year</u>
Land and Improvements	\$0	\$0
Buildings	5,231,300	5,162,810
Machinery, Vehicles, and Equipment	7,214,848	7,730,938
Construction in Progress	0	0
Improvements other than buildings	4,431,810	4,691,810
Tax Deeded Property	<u>0</u>	<u>0</u>
 TOTAL	 <u>\$16,877,958</u>	 <u>\$17,585,558</u>

BANK BALANCES BY FUND BY ACCOUNT

December 31, 2000 (unaudited)

	<u>Beginning of Year</u>	<u>Receipts</u>	<u>Expenditures</u>	<u>End of Year</u>
Citizens Bank - Operating				
General Fund	\$15,058,093	\$53,278,928	\$51,045,542	\$17,291,479
Sewer Fund	1,352,433	1,861,192	1,863,556	1,350,069
Water Fund	568,999	2,157,597	2,036,756	689,839
Outside Detail-Police	(97,629)	567,192	597,831	(128,269)
Dare Fund	9,355	3,883	7,241	5,997
Outside Detail-Fire	(949)	17,528	18,845	(2,266)
GIS Fund	1,385	1,362		2,747
Senior Center Fund	(150)	5,385		5,235
Project Impact Fund	(15,843)		72,800	(88,643)
CDBG Flood Mitigation	(456)	18,131	24,183	(6,508)
Hazard Mitigation		132,535	12,158	120,377
Flood Mitigation		29,510		29,510
Total	16,875,239	58,073,241	55,678,913	19,269,567
 <u>General Fund:</u>				
Fleet Bank-Ambulance	111,096	481,849	460,932	132,013
 <u>Capital Projects:</u>				
Citizens Bank	559,758	28,353	78,871	509,240
Citizens Bank-SUR	19,212	455		19,666
Citizens Bank-Weststate	1,109			1,109
Citizens Bank-M & E Construction	4,833	114		4,947
 <u>Forfeiture and Seizure:</u>				
Citizens Bank	2,247	9,525	8,416	3,356
 <u>Trust:</u>				
Citizens Bank-Performance Escrow	1,555,510	720,225	318,611	1,957,124
Citizens Bank-K. Skiba	1,433	20		1,453
Citizens Bank-Samos Bldrs	3,704	53		3,757
 <u>Special Revenue Fund:</u>				
Citizens Bk-Conservation Comm.	67,469	176,637	21,496	222,610
Citizens Bank - LLEBG		37,741	21,380	16,361
 <u>TOTAL</u>	 <u>\$19,201,610</u>	 <u>\$59,528,213</u>	 <u>\$56,588,618</u>	 <u>\$22,141,205</u>

TOWN TREASURER

The Town Treasurer has specific tasks and responsibilities not handled by the Finance Department. This is due to both statute and Town practice. As your elected Treasurer, then, I am in effect a part-time employee. However, I am also, like you, a citizen but one who has an inside view of the day-to-day workings of the Finance Department.

I tell you this for two reasons. First, you can be proud of the quality of work and the high level of professionalism of your Finance Department. I'm sure some of you have seen this firsthand whenever you've had dealings with the Department. There is also the extra dimension of camaraderie. These people are a great team, everyone sharing and helping one another.

The second reason is perhaps more significant to the outside world. When Jeff Towne started as Finance Director, he immediately rolled up his sleeves and reinforced this esprit de corps with his limitless hard work and unfailing good cheer. Thus, when the Town Manager left this year, it was no surprise that Jeff was promoted to Town Manager and traded his downstairs office for one upstairs. (Perhaps he just wanted one with windows!)

We will now have a second change in Finance Director in two years. But for the reasons I've been talking about and with Jeff wearing a hat and a half, the operations, the professionalism and the atmosphere of the Finance Department have all continued without pause.

Policies and procedures remain largely unchanged from previous years. The remarks that follow are based on those of last year with appropriate changes to reflect the current financial situation.

RSA 41:29 provides in part that: "The town treasurer shall have custody of all moneys belonging to the town, and shall pay out the same only upon orders of the selectmen . . ."

The Financial Report section of this Town Report contains a comprehensive listing of town revenues and expenses. Here I provide some general remarks about how the Town actually manages its cash.

Although the cash amounts in custody vary during the year, these amounts are typically substantial. In order for the Town to maximize the interest earned on these amounts, they are "swept" every night and invested in overnight repurchase instruments. The safety of these investments is guaranteed by being fully collateralized by the bank with U.S. government securities purchased by the bank in the Town's name. At the close of 2000, these "overnights" were earning 5.3% interest, up slightly from the beginning of the year. The interest earned by the Town on all its deposits for 2000 was \$730,840.

In accordance with long-standing and familiar tradition, the Town borrows in anticipation of taxes. This is necessary because (property) tax revenues (the bulk of cash receipts), which are received twice a year, lag expenses for portions of the year. To meet this cash need the Town borrows by means of tax anticipation notes ("TAN's").

The Tax Anticipation Note for 2000 in the amount of \$3M was incurred May 10 and was redeemed on July 28. The interest rate on the TAN was 4.68%. The actual interest dollars paid were \$30,810.

Respectfully submitted,

John Sytek, Town Treasurer

2000 ANNUAL TOWN MEETING RESULTS

Article 20	2000 Operating Budget (Amended from \$23,037,581 To \$23,592,196) Passed on official ballot vote on March 14, 2000	\$23,592,196 PASSED
Article 21	Fund Public Works Employees Union Contract Passed on official ballot vote on March 14, 2000	\$37,640 PASSED
Article 22	Fund Clerical And Administrative Employees Union Contract Passed on official ballot vote on March 14, 2000	\$33,164 PASSED
Article 23:	Fund Fire Employees Union Contract Moved as amended from \$78,332 to \$88,979 to fund reorganization. Passed on official vote on March 14, 2000	\$88,979 PASSED
Article 24:	Fund Police Employees Union Contract Passed on official ballot vote on March 14, 2000	\$74,128 PASSED
Article 25:	2000 Operating Budget	\$23,592,196 TABLED
Article 26:	Fund Unaffiliated Employees Compensation Changes	\$37,444 PASSED
Article 27:	Fund Kelley Library Employees Economic Benefits	\$14,831 PASSED
Article 28:	Fire Department Increased Staffing	\$27,387 PASSED
Article 29:	Winter Weather Management	\$549,850 PASSED
Article 30:	Additional Police Officers	\$6,592 PASSED
Article 31:	Landfill Closure Moved as amended from \$590,000 to \$412,000	\$412,000 PASSED

Article 32:	Roadway Improvement Program - Arterial Reconstruction	\$78,500 PASSED
Article 33:	Roadway Improvement Program - Neighborhood Streets Amended from \$977,700 to \$702,700	\$702,700 PASSED
Article 34:	DMV Improvements Amended from \$211,000 to \$205,000	\$205,000 PASSED
Article 35:	Senior Center Building Fund Moved amended from \$315,000 to \$650,000	650,000 PASSED
<i>Also to change the last sentence to read: "this appropriation increase is conditioned upon an Increase in the amount already donated by Russ and Bobbi Ingram to bring their total to \$500,000 and to name the board of selectmen as agents to expend."</i>		
Article 36:	Replacement/Acquisition of Fire-Fighting Apparatus Capital Reserve Fund	\$319,919 PASSED
Article 37:	Lakes Area Infrastructure Plan- Engineering/Consulting	\$60,000 PASSED
Article 38:	Thermal Imaging Cameras	\$40,000 PASSED
Article 39:	Fixed Communication System	\$104,900 PASSED
Article 40:	Master Plan Preparation Amended from \$75,000 to \$50,000	\$50,000 PASSED
Article 41:	Lowell Road Complex	\$3,400 PASSED
Article 42:	Water Tank Painting/Refurbishing	\$290,000 TABLED
Article 43:	Pelham Road Corridor Improvements	\$289,490 PASSED
Article 44:	Vehicle & Equipment Replacement – Public Works Moved as amended from \$185,940 to \$105,940	\$105,940 PASSED

Article 45:	Outside Human Services - Greater Derry/ Greater Salem Regional Transportation Council	\$5,000 PASSED
Article 46:	Public Safety Complex - Engineering/Design	\$50,000 TABLED
Article 47:	Establish Expendable Trust Fund - Employment Separation	\$55,000 TABLED
Article 48:	Expendable Trust Fund – Snow Management	\$60,000 TABLED
Article 49:	Vehicle Replacement – Sewer	\$40,000 TABLED
Article 50:	Pave Greenwood Road, Union Road and West Lane	\$52,200 TABLED
Article 51:	Pave London Road & Dennison Ave	\$85,200 TABLED
Article 52:	Pave Chase And Hunt Street	\$46,838 TABLED
Article 53:	Authorize Planning Board To Create Technical Review Committee	DEFEATED
Article 54:	Remove Deed Restriction	DEFEATED

THIS IS A TRUE COPY OF THE RESULTS OF THE 2000 DELIBERATIVE SESSION HELD
ON MARCH 18, 2000 AND FOR ARTICLES 20 - 24, THE VOTE ON MARCH 14, 2000.

ATTEST:
BARBARA M. LESSARD
TOWN CLERK



**OFFICIAL BALLOT
ANNUAL TOWN ELECTION
SALEM, NEW HAMPSHIRE
MARCH 14, 2000**

Barbara A. Gossard
Town Clerk

INSTRUCTIONS TO VOTERS

- A. To vote, complete the arrow(s) \leftarrow \rightarrow pointing to your choice(s), like this: \leftarrow \rightarrow
 B. Follow directions as to the number of candidates to be marked for each office.
 C. To vote for a person whose name is not printed on the ballot, write the candidate's name on the line provided and complete the arrow.

FOR SELECTMAN

THREE Years	Vote for TWO
RONALD J. BELANGER	1145 \leftarrow
STEPHEN DeVITO	199 \leftarrow
ROBERT L. ELLIS	1012 \leftarrow
RICHARD R. GREGORY	1370 \leftarrow
"JIM" HOLLAND	876 \leftarrow
MICHAEL ROBERTS	206 \leftarrow
KEVIN J. STACEY	934 \leftarrow
14	(Write-in) \leftarrow
	(Write-in) \leftarrow

**FOR TOWN
MODERATOR**

TWO Years	Vote for ONE
"CHUCK" MORSE	2658 \leftarrow
	(Write-in) \leftarrow

**FOR SUPERVISOR
OF THE CHECKLIST**

SIX Years	Vote for ONE
JOAN SABATINI	2670 \leftarrow
	(Write-in) \leftarrow

**FOR BUDGET
COMMITTEE MEMBER**

THREE Years	Vote for THREE
ARTHUR E. BARNES	2243 \leftarrow
STEPHEN CAMPBELL	2196 \leftarrow
EDWARD W. HUMINICK	2030 \leftarrow
	(Write-in) \leftarrow
	(Write-in) \leftarrow
	(Write-in) \leftarrow

**FOR BUDGET
COMMITTEE MEMBER**

TWO Years	Vote for ONE
ROBERT MAYER	2436 \leftarrow
	(Write-in) \leftarrow

**FOR TRUSTEE OF
THE TRUST FUNDS**

THREE Years	Vote for ONE
NORMAN L. MacASKILL, JR.	2500 \leftarrow
	(Write-in) \leftarrow

**FOR LIBRARY
TRUSTEE**

THREE Years	Vote for ONE
ROSEMARIE HARTNETT	2543 \leftarrow
	(Write-in) \leftarrow

ARTICLES

**ARTICLE 2:
ELDERLY EXEMPTION**

"To see if the town shall modify the elderly exemptions from property tax in the Town of Salem, based on assessed value, for qualified taxpayers, to be as follows: for a person 85 years of age up to 75 years \$30,000; for a person 75 years of age up to 80 \$45,000; for a person 80 years of age or older \$60,000. To qualify, the person must have been a New Hampshire resident for at least 5 years, own the real estate individually or jointly, or if the real estate is owned by such person's spouse, they must have been married for at least 5 years. In addition, the taxpayer must have a net income of not more than \$20,000 or, if married, a combined net income of less than \$30,000; and own net assets not in excess of \$40,000, excluding the value of the person's residence."

2751 YES \leftarrow
397 NO \leftarrow

**ARTICLE 3:
BLIND EXEMPTION**

"To see if the town shall modify the provisions of RSA 72:37 for the exemption for the blind from the assessed value of residential real estate for property tax purposes. This statute provides that every inhabitant who is legally blind shall be exempt each year, for property tax purposes, from the assessed value on a residence to the value of \$45,000."

2450 YES \leftarrow
638 NO \leftarrow

Article #4

Are you in favor of the adoption of Amendment No. 1, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would revise setback requirements for garages, sheds, and pools in Open Space Residential Developments.)?

1060 YES \leftarrow
1302 NO \leftarrow

Article #5

Are you in favor of the adoption of Amendment No. 2, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would add a definition of building height which refers to the BOCA Building Code.)?

2195 YES \leftarrow
765 NO \leftarrow

Article #6

Are you in favor of the adoption of Amendment No. 3, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would restore Business-Office District requirements on the south side of Main Street between Granite Avenue and Geremonty Drive.)?

2015 YES \leftarrow
960 NO \leftarrow

Article #7

Are you in favor of the adoption of Amendment No. 4, as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows: (This amendment would rezone the north side of Main Street, from Geremonty Drive Extension to across from Lawrence Road, from Residential District to Business-Office I District.)?

1361 YES \leftarrow
1669 NO \leftarrow

Article #8

Are you in favor of the adoption of Amendment No. 5, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would adopt the 1997 Life Safety Code.)?

2315 YES \leftarrow
568 NO \leftarrow

Article #9

Are you in favor of the adoption of Amendment No. 6, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would adopt the 1997 Fire Prevention Code.)?

2443 YES \leftarrow
491 NO \leftarrow

Article #10

Are you in favor of the adoption of Amendment No. 7, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would allow in-law apartments in the 1st Recreational District on lots with at least 10,000 square feet and with other restrictions.)?

1943 YES \leftarrow

**TURN BALLOT OVER NO
AND CONTINUE 1093
VOTING**

ARTICLES CONTINUED

Article #11

Are you in favor of the adoption of Amendment No. 8, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would allow in-law apartments on lots in subdivisions approved under the Open Space Preservation Ordinance.)?

1834
YES ☐ ☐
NO ☐ ☐

Article #12

Are you in favor of the adoption of Amendment No. 9, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would revise the Sign Ordinance by adding various restrictions on different types of signs.)?

2160
YES ☐ ☐
NO ☐ ☐

Article #13

Are you in favor of the adoption of Amendment No. 10, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would restrict the type and timing of messages on electronic signs.)?

828
2085
YES ☐ ☐
NO ☐ ☐

Article #14

Are you in favor of the adoption of Amendment No. 11, as proposed by the Planning Board to the Town Prime Wetland Maps as follows: (This amendment would adopt the redesignation of Prime Wetland #17 within the Stiles Road corridor as approved by the Conservation Commission.)?

2087
YES ☐ ☐
NO ☐ ☐

Article #15

Are you in favor of the adoption of Amendment No. 12, as proposed by petition of the voters of this Town, to the Town Zoning Ordinance and Zoning Map as follows: (This amendment would rezone multiple lots on Butler Street from Rural to Residential District.)? The Planning Board recommends approval of this amendment.

1978
YES ☐ ☐
NO ☐ ☐

Article #16

Are you in favor of the adoption of Amendment No. 13, as proposed by petition of the voters of this Town, to the Town Zoning Ordinance and Zoning Map as follows: (This amendment would allow in-law apartments in the Recreational District on lots with at least 25,000 square feet and with other restrictions.)? The Planning Board recommends disapproval of this amendment.

950
1095
YES ☐ ☐
NO ☐ ☐

Article #17

Are you in favor of the adoption of Amendment No. 14, as proposed by petition of the voters of this Town, to the Town Zoning Ordinance and Zoning Map as follows: (This amendment would create a new Neighborhood Business District on portions of South Policy Street and Pleasant Street which allows retail and other uses with restrictions.)? The Planning Board recommends disapproval of this amendment.

1223
YES ☐ ☐
NO ☐ ☐

Article #18

Are you in favor of the adoption of Amendment No. 15, as proposed by petition of the voters of this Town, to the Town Zoning Ordinance as follows: (This amendment would require a setback of 750 feet between tattoo parlors and body piercing establishments.)? The Planning Board recommends disapproval of this amendment.

1357
YES ☐ ☐
NO ☐ ☐

Article #19

Are you in favor of the adoption of Amendment No. 16, as proposed by petition of the voters of this Town, to the Town Zoning Ordinance and Zoning Map as follows: (This amendment would rezone 7 Willow Street from Residential to Commercial-Industrial B District.)? The Planning Board recommends disapproval of this amendment.

1005
YES ☐ ☐
NO ☐ ☐

The following articles (20 through 24) were forwarded to this ballot, pursuant to the Town Charter, after consideration at the Town Meeting deliberative session on February 12, 2000.

Article 20 2000 Operating Budget \$23,592,196
To see if the Town will vote to raise and appropriate the sum of Twenty-Three Million Five Hundred Ninety-Two Thousand One Hundred Ninety-Six Dollars (\$23,592,196) for the operational expenses of the town for fiscal year 2000.

2043
YES ☐ ☐
NO ☐ ☐

(If the operating budget fails to pass on this ballot, the operating budget will be considered again at the deliberative session of the Town Meeting to be held on March 18, 2000.)

Recommendations:

Board of Selectmen: With

Budget Committee: With

911
1970
YES ☐ ☐
NO ☐ ☐

Article 21 Fund Public Works Employees Union Contract \$37,640
To see if the Town will vote to raise and appropriate the sum of Thirty Seven Thousand Six Hundred Forty Dollars (\$37,640), such sum representing the cost of those increased economic benefits for members of the Association of Federal, State, County & Municipal Employees, (A.F.S.C.M.E.), Local 1801, to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Board of Selectmen and the Union.

1003
YES ☐ ☐
NO ☐ ☐

Recommendations:

Board of Selectmen: With

Budget Committee: With

Article 22 Fund Clerical and Administrative Employees Union Contract \$33,164
To see if the Town will vote to raise and appropriate the sum of Thirty-Three Thousand, One Hundred Sixty-Four Dollars (\$33,164), such sum representing the cost of those increased economic benefits for members of the State Employees Association of New Hampshire, (S.E.A.), Local 1984, to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Board of Selectmen and the Union.

1929
YES ☐ ☐
NO ☐ ☐

Recommendations:

Board of Selectmen: With

Budget Committee: With

Article 23 Fund Fire Employees Union Contract \$88,979
To see if the Town will vote to raise and appropriate the sum of Eighty-Eight Thousand Nine Hundred Seventy Nine Dollars (\$88,979), such sum representing the cost of those increased economic benefits for members of the International Association of Fire Fighters (I.A.F.F.), Local 2892, to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Board of Selectmen and the Union.

2121
YES ☐ ☐
NO ☐ ☐

Recommendations:

Board of Selectmen: With

Budget Committee: With

Article 24 Fund Police Employees Union Contract \$74,128
To see if the Town will vote to raise and appropriate the sum of Seventy-Four Thousand One Hundred Twenty-Eight Dollars (\$74,128), such sum representing the cost of those increased economic benefits for members of the Salem Police Relief, Teamsters, Local 6343 of New Hampshire, to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Board of Selectmen and the Union.

1988
YES ☐ ☐
NO ☐ ☐

Recommendations:

Board of Selectmen: With

Budget Committee: With

YOU HAVE NOW COMPLETED VOTING

1020
YES ☐ ☐
NO ☐ ☐

TOWN OF SALEM, NEW HAMPSHIRE

EMERGENCY NUMBERS:

Ambulance 911
Fire 911
Police 911
Crime Line 893-6600
Emergency Management Center - 890-2210

DEPARTMENT NUMBERS:

General Information	890-2000
Board of Selectmen	890-2120
Town Manager	890-2120
Assessing Department	890-2010
Building Department (Permits & Inspections)	890-2020
Capital Projects Management	890-2033
Community Development	890-2020
Engineering Department	890-2030
Finance Department	890-2040
Fire Department (Non-Emergency)	890-2200
Health Department (Permits & Inspections)	890-2050
Human Resources Department (Personnel)	890-2070
Human Services Department (Public Assistance)	890-2130
Planning Department	890-2080
Police Department (Non-Emergency)	893-1911
Animal Control	890-2390
Public Works Department General Information	890-2150
Transfer Station	890-2164
Water Treatment Plant	890-2171
Cemeteries & Parks	890-2180
Purchasing Department	890-2090
Recreation Department	890-2140
Senior Citizens Center (Elderly Services)	890-2190
Tax Collection	890-2100
Town Clerk	890-2110

OTHER IMPORTANT NUMBERS:

District Court	893-4483
Fuel Assistance	898-8435
Housing Authority	893-6417
Kelley Library	898-7064
Museum	890-2280
Field of Dreams Park & Playground	890-2140
New Hampshire Registry of Motor Vehicles (<i>Information Message Only</i>)	893-8734
School Department:	
Superintendent of Schools	893-7040
Barron School	893-7067
Mary Fisk School	893-7051
Walter Haigh School	893-7064
Lancaster School	893-7059
North Salem School	893-7062
Soule School	893-7053
Woodbury School	893-7055
Salem High School	893-7069